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Town of Brookline Annual Report 1990



The John F. Kennedy Birthplace at 83 Beals Street is a National Historic Site, operated by the National Park Service and opened to the public on a daily basis. Built in 1909, the house was purchased by Joseph P. Kennedy in 1914 in anticipation of his marriage to Rose Fitzgerald. The Kennedys lived there with their four children, Joseph, John, Rosemary, and Kathleen until 1921 at which time they moved into a larger home on Abbottsford Road to accommodate their growing family. The house on Beals Street has been restored to its 1917 appearance.

On the Covers...

Leverett Pond in Olmsted Park (front cover photo) and the **Muddy River** (back cover photo) are part of the "Emerald Necklace" system of parks, designed and constructed in the 1880's by the nation's foremost landscape architect, Frederick Law Olmsted. As the premier example of a 19th century linear park system design based on a watercourse and served by parkways, the Emerald Necklace has great historical significance.

The Town of Brookline participated in the planning process for the recently approved comprehensive restoration and management master plan for these parks, coordinated by the Commonwealth of Massachusetts Olmsted Historic Landscape Preservation Program.

Today, Olmsted Park and the Muddy River offer "nature in the city" and are important and popular recreational spaces, despite years of deterioration and limited funding. With the assistance of the Emerald Necklace Master Plan, the Olmsted landscape heritage will be renewed for the enjoyment and enrichment of all Brookline citizens.



285th Annual Report
of the TOWN OFFICERS
of BROOKLINE
for the year ending
December 31, 1990



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TOWN OFFICERS

Elected Town Officers for the Municipal Year 1990-1991

MODERATOR

Carl M. Sapers (1991)

TOWN CLERK

Frances Halpern (1991)

BOARD OF SELECTMEN

Jeffrey P. Allen, Chairman (1993)

Christopher J. Crowley (1992)

Luster T. Delany (1991)

Charles C. Ames (1991)

Michael W. Merrill (1993)

TREASURER AND COLLECTOR

Shirley Sidd (1993)

TRUSTEES OF THE PUBLIC LIBRARY

H. Richard Tyler, M.D., Chairman (1992)

Benedict Alper (1991)

Lawrence B. Cohen (1991)

Gail Pool (1991)

Ellsworth E. Rosen (1991)

Sylvia Brussel (1992)

Dennis P. Geller (1992)

Paul Katz (1992)

Peter J. Epstein (1993)

Irene Probststein (1993)

Sandra Stotsky (1993)

Claire Waldman (1993)

SCHOOL COMMITTEE

Kathleen Ames, Chairman (1992)

Joyce Jozwicki (1991)

Terry Kwan (1991)

Pamela Lodish (1991)

Nancy S. Heller (1992)

Kim Michelson (1992)

Isabella Hinds (1993)

Robert M. McCain (1993)

James W. Schlesinger (1993)

BROOKLINE HOUSING AUTHORITY

*Frank M. Moroney, Chairman (1992)

Pamela Goodman (1991)

Christina Wolfe, (1993)

Barbara Dugan (1995)

Frank I. Smizik (1994)

Brian M. Cloonan, Executive Director

CONSTABLES

James V. Esposito (1992)

Marvin A. Feinman (1992)

William A. Figler (1992)

Myrna Kahn (1992)

Stanley Rabinovitz (1992)

*State Appointed

Appointees for the Municipal Year 1990-1991

BOARD OF SELECTMEN

Richard T. Leary, Town Administrator

Brian F. Sullivan, Deputy Town Administrator

Robin E. Coyne, Assistant Town Administrator

COUNSEL

David L. Turner, Town Counsel

Sarah Holmes Wilson, Associate Town Counsel

George F. Driscoll, Assistant Town Counsel

ADVISORY COUNCIL OF PUBLIC HEALTH

Karen Wenc, Chairman (1992)

Dr. Leonard Bernstein (1991)

Trudee Parenteau (1991)

Dr. Jonathan D. Lieff (1992)

Steven Gordon (1993)

Dr. Robert Taylor (1993)

DIRECTOR OF PUBLIC HEALTH

John A. Locke

ASSESSORS

Jeffrey M. Epstein, Chairman (1992)
George McNeilly (1991)
Harold Petersen (1993)

BOARD OF APPEALS

Kenneth Hoffman, Chairman (1992)
Bailey Silbert (1991)
Diane Gordon (1993)
Frances Halpern, Secretary

BOARD OF APPEALS-ASSOCIATE MEMBERS

Lawrence E. Kaplan (1991)
Stanley Rabinovitz (1991)
Abraham Zimmerman (1992)
Lewis C. Cohen (1993)
Jordan Krasnow (1993)

COMPTROLLER

Harvey J. Beth

DIRECTOR OF CIVIL DEFENSE

Richard T. Leary

DIRECTOR OF VETERANS SERVICES

Bernard Belcastro

STATE AID AGENT

Bernard Belcastro

FIRE DEPARTMENT

Robert D. English

INSPECTOR OF PETROLEUM

Robert D. English

POLICE DEPARTMENT

George R. Simard

KEEPER OF THE LOCK-UP

George R. Simard

LIBRARIAN

Michael Steinfeld

PUBLIC SCHOOLS

James F. Walsh, Superintendent

PUBLIC WORKS DEPARTMENT

William T. Griffiths, Commissioner of Public Works
A. Thomas DeMaio, Director of Highway Division
Andrew Pappastergion, *Director of Water Division*
Paul R. Willis, Director of Parks/Forestry/Cemetery

PURCHASING AGENT

Edward F. Clasby

RIGHT TO KNOW COORDINATOR

Gerard J. Hayes

TOWN CLERK'S DEPARTMENT

Patrick J. Ward, Assistant-Town Clerk

TREASURER'S DEPARTMENT

John T. Muhane, Assistant Town Treasurer

AGENT FOR MANAGEMENT OF REAL ESTATE

John T. Mulhane

FENCE VIEWERS

Mary Hunter
Meyer Stern

LOCAL MOTH SUPERINTENDENT OF INSECT PEST CONTROL

John Miller

MEASURERS OF WOOD AND BARK

Myron Alexander
Esther Saloman

INSPECTOR OF WIRES

Theodore Steverman

DOG OFFICER

Patrolman John King

INSPECTOR OF ANIMALS

Dr. Herbert S. Carlin

WEIGHERS OF COAL

Augustine Signore
William Farnsworth

ADVISORY COMMITTEE

David Feingold, Chairman
Edward N. Gadsby, Jr., Vice-Chairman
Leonard Bernstein
Burton Boyer
Betsy DeWitt
Frank Farlow
Janet B. Fitzgibbons
Albert Gerte
Milton Goldman
John L. Hall
Howard A. Husock
Donna R. Kalikow
Lois Kanter
Mark Levy
Charles Moo
Helen Munzer
J. Archer O'Reilly, Jr.
John Reinstein
Janet Sanders

Stanley L. Spiegel
John VanScoyoc
Nancy Yetman
Seymour Ziskend

COMMITTEE ON TOWN ORGANIZATION AND STRUCTURE

Mark A. Michelson, Chairman
Jean D. Berg
Martin Linsky
Martin R. Rosenthal
Catherine Salhanick
Robert I. Sperber
Robert M. Stein

BOARD OF EXAMINERS

Julius Abrams, Chairman
George Michelson (1992)
John Prager (1993)

BUILDING COMMISSION

John Lojek, Chairman
Ellen Goldman (1991)
Harold M. Lurie (1991)
Gordon Hurwitz (1992)
Louis Wilgoren (1993)

BUILDING COMMISSIONER

James J. Nickerson

BROOKLINE ACCESS TELEVISION

Beth Birnbaum (1991)
Jack Churchill (1991)
Jonathan Tamkin (1991)
Lawrence Cohen (1992)
W. Dann Robinson (1992)
Susan Erickson (1993)
Ingrid Furlong (1993)
Shirley Selhub (1993)

CABLE TV MONITORING COMMITTEE

Tobe Berkovitz, Chairman
Catherine Shaffer, Vice-Chairman
Francine Berger
Jay Chrepta
Barbara Mitchell
Jerrold Oppenheim
Evvy Titleman

COMMISSION FOR THE DISABLED

Garrett F.X. Crowley, Chairman (1991)
Marion Doherty (1991)
Charles C. Ames (1992)
Ellen Lennick (1992)
Janet R. Vohs (1992)
Derek Aube (1993)
Regina Snowden (1993)

Associate Members
Ellen Fitzgerald
Barbara Gopen
Wilson Smith
Rachael Stone

COMMISSION ON THE STATUS OF WOMEN

Melissa Langa, Chair, (1992)
Marilyn Hilliard, Vice-Chair (1992)
Tema Carter (1991)
Estelle Katz (1991)
Joyce Samet (1991)
Carol Deanow (1992)
Helene Weitzenkorn (1992)
Myrna Kahn (1993)
Nancy Kleshinski (1993)
Karen Sullivan Lieff (1993)

CONSERVATION COMMISSION

Lewis Edgers, Chairman (1993)
Barbara Whiting Drew (1991)
Marla Frazin (1991)
Dr. Joan J. Fried (1991)
M. Lee Albright (1992)
Betsy Shure Gross (1992)
Dr. Philip Leder (1993)

COUNCIL ON AGING

Harold Jennings, Chairman
Arlene Stern, Director

COUNCIL FOR THE ARTS & HUMANITIES

Carolynn Levy, Executive Director
Carolyn Lovit, Chairman, Arts Committee
Joyce Mannis, Chairman, Grants Committee
Robin Dash
Emanuel Genovese
Roberta Gianfortoni
Diane Goldman
Barr Jozwicki
Renee Miller
Sandy Novack
Gail Reimer
Elaine Wong

Associate Members
Moshe Alon
John Bassett
Barbara Bernhardt
Rae Ann Brown
Marianne Gowen
Lynn Holstein
Susan Johnson

HOUSING ADVISORY BOARD

Roger Blood (1991)
Richard Benka (1992)

Kenneth Jacobson (1993)
Valerie Zimmer (1993)

HUMAN RELATIONS/YOUTH RESOURCES COMMISSION

Howard Prunty, Chairman (1992)
Harold Koritz, Vice-Chairman (1991)
Sandra Bakalar (1993)
Assunta Cha (1993)
Douglas S. Shatkin (1993)
Reverend George Chapman (1991)
Rabbi Rachmiel Liberman (1991)
Dennis Reardon (1991)
Agnes Rogers (1991)
Captain John Walsh (1991)
Leslie Fabian (1992)
Adam Pollock (1992)
Barbara Randolph (1992)
Dr. Carole C. Upshur (1992)
Dr. Claire Weiss (1992)

DIRECTOR OF HUMAN RELATIONS/YOUTH RESOURCES

C. Stephen Bressler

PARK AND RECREATION COMMISSION

Walter Elcock, Chairman (1993)
Gerard J. Walsh (1991)
Robert L. Allen (1991)
John Bain (1992)
Wallis Wickham-Raemer (1992)
Thomas Dougherty (1993)
Daniel Ford (1993)

DIRECTOR-RECREATION DEPARTMENT

Dr. Matthew M. Pantera

PERSONNEL BOARD

James E. Cockfield, Chairman (1992)
Linda Fosburg (1991)
Alexander Spaulding (1991)
Frances Shedd-Fisher (1992)
Kenneth Kurnos (1993)

PERSONNEL DIRECTOR

Gerard J. Hayes

PLANNING BOARD

Herbert Shivek, Chairman (1994)
Michael D. Cutler (1991)
Bruce Hamblin (1992)
Dixon Bain (1993)
Robert H. DeVries (1993)

PLANNING DIRECTOR

John E. Woodward, Jr.

PRESERVATION COMMISSION

Ruth Dorfman, Chairman (1991)
Dr. Judith Selwyn (1991)
Dennis DeWitt (1991)
Nancy Peabody (1992)
June Richardson (1992)
Chobee Hoy (1993)
Sergio Modigliani (1993)
David England, Alternate
Joel D. Shield, Alternate
Nancy Yetman, Alternate
Patricia Libbey, Alternate

REGISTRARS OF VOTERS

Patrick J. Ward, Chairman (1992)
Dorothy Bruno (1991)
Robert J. Wong (1993)

RENT CONTROL BOARD

Cerise Lim Epstein, Chairman (1991)
William Costin (1991)
Rita McNally (1991)
Rachael Goodman (1992)
William Schnoor (1992)
Terri Scheff (1993)
Dana Cetlin (1993)

RENT CONTROL DIRECTOR

Suzanne Smith

RETIREMENT BOARD

Harvey Beth
Joseph P. Duffy (elected by members)
Brenda G. Levy

TRANSPORTATION BOARD

Deborah Kaplan Cohen, Chairman (1991)
Pauline Katz (1991)
Stephanie Carona (1992)
Joseph Geller (1992)
James Donahue (1993)
Stephen Dean (1993)

TRANSPORTATION DIRECTOR

John G. Harris, Jr.

TREE PLANTING COMMITTEE

John E. Miller, Chairman (1991)
Corliss Engle (1992)
Robert Kramer (1993)

TRUSTEES OF WALNUT HILLS CEMETERY

David Dalton (1991)
Mary J. Harris (1991)
Alfred E. Palladino (1992)
Walter E. Palmer (1992)
Harrison Bridge (1993)
Russell Mann, Jr. (1993)



Brookline's Board of Selectmen and Town Administrator.

BOARD OF SELECTMEN

At the Board's organizational meeting on May 8, 1990 following the annual town election, Jeffrey P. Allen was elected Chairman. Other Board members are Christopher J. Crowley, Luster T. Delany, Charles C. Ames and Michael W. Merrill.

The Board of Selectmen is most pleased to report to the residents of the Town of Brookline in this annual report for 1990. We trust that it represents a fair summary of the major town activities and events during the year and that it will facilitate your understanding and evaluation of the standard of performance rendered and of the progress made by our community in 1990.

The Selectmen have many responsibilities which must be met during the year and some require substantial input from the Town Administrator and various departments, boards and commissions. We continue to be more than just responsive to events and instead seek

to actively anticipate, identify and address issues. Fiscal problems continued to demand and receive priority attention by the Board of Selectmen in 1990. During the last decade we had been able to maintain our high level of municipal services and facilities due to generous increases in state aid and significant increases in new growth, stemming chiefly from major rehabilitation projects and condominium conversions. These two sources of revenue have all but disappeared, leaving the town with only the 2.5% increase in the tax levy and the limited amounts we can realize from increased local fees and charges. This limited revenue base assures a retrenchment mode characterized by substantial discretionary budget cuts. The details of the FY92 Financial Plan are outlined in the report of the Town Administrator which clearly conveys the message that cut-back management is the order of the early 1990s.

In order to facilitate the work of the Board of Selectmen as a whole, the practice of assigning special projects to subcommittees was continued and expanded in 1990. Subcommittees were active in the following areas:

Committee on Article 1
Selectmen Ames and Merrill

Town/School Budget
Chairman Allen and Selectman Crowley

Boston University Development Plans
Chairman Allen and Selectman Crowley

Residential Assessment Committee
Selectmen Delany and Merrill

Commercial Assessment Committee
Selectmen Crowley and Ames

Parsons Field Committee
Selectmen Ames and Merrill

Brookline Avenue Committee
Selectmen Crowley and Delany

Celebrations Committee
Selectmen Crowley and Delany

Chairman Allen represents the Board on the Senior Center Advisory Committee, which he chairs, and on the Commercial Areas Problems Committee. Selectman Crowley serves on the Holocaust Memorial Committee; Selectman Ames is a member of the Audit Oversight Committee. All members of the Board chair Committees of Seven which from time to time select architects for various construction projects.

Local Aid

As the Town Administrator has indicated in his annual report, the era of fiscal restraints is far from over. Massachusetts communities are going through a most critical period as state aid, which was so important and helpful during the first seven years of Proposition 2 1/2, has been sharply reduced. The Selectmen have accorded this issue a top policy priority and have taken a leadership role in the campaign to assure that FY92 local aid is level-funded.

The Board directed the Town Administrator, in preparing his annual financial plan, to develop a program based on level-funded local aid. The details of that program are covered in full in the Administrator's report which also outlines the potential consequences of the Governor's proposed local aid reduction of \$270 million. That proposal, when you add in the new assessment of \$256,139 for teachers' pensions, results in a net cherry sheet decrease to the town of \$1,453,700. In taking this

course the Governor was ignoring the mandate in Question 5, passed overwhelmingly by the voters at the November, 1990 election, to establish and maintain local aid for all communities at a minimum level based upon fiscal year 1989 distributions.

For the second consecutive year, the Board is heavily involved in the fight to preserve local aid because of its importance in financing public education and public safety in our communities. On February 12, 1991 we communicated with Mayors, City and Town Managers, and Boards of Selectmen and urged them to write to the Governor and to their legislators and convey their strong opposition to the Governor's proposal. At the same time we invited these local officials to attend a meeting at Town Hall on February 28 to discuss strategies as to how we could best persuade our Senators and Representatives to start implementing Question 5 and to at least level fund local aid for FY92. Representatives of about forty communities from all sections of the Commonwealth attended this coordination meeting and pledged their support of the campaign as did many other cities and towns in writing. We communicate regularly with these municipal leaders to ascertain their progress in receiving assurances from their legislators that they will oppose the Governor's proposal.

We have been meeting on a regular basis with Senator Pines and Representatives Businger and Draisen to impress upon them the importance of approving a State budget which level funds FY92 local aid. Even at that level, Brookline will have sustained a reduction of 30% from the high point in FY89. The ramifications for Brookline of adopting the Governor's proposal would be substantial personnel reductions in most departments, including police, fire and schools, and a significant number of layoffs.

Over the past ten years, while the town eliminated 100 positions, the state government added 6600 positions. From FY81 to FY92 state expenditures rose 165.21%, from \$5.1 billion to \$13.6 billion. On the other hand, local aid increased by 69.67%, from \$902 million to \$1.5 billion. The Board related these facts to our legislators and asked them to pledge themselves to fight for level funding of local aid. These conferences have produced a frank exchange of ideas and views, and will be continued until the Legislature acts on a State budget later in the spring.

FY92 Financial Plan

At the conclusion of the Selectmen's intensive budget reviews on March 26, the Town Administrator presented a revenue update which formed the basis of the Board's votes on April 2 and April 23. The initial vote was predicated on level-funded local aid while the second assumed a statewide local aid reduction of \$270 million as proposed by the Governor. Revenues improved due to 1) additional new growth of \$100,000 resulting from a recent statutory amendment which changed the method

of calculation of new growth; 2) the freeing up by the Board of Assessors of the excess balance—\$188,144—in the Buehler tax abatement reserve account, and 3) additional local receipts of \$35,000, primarily attributable to action by the library trustees in raising fees. This additional revenue was augmented by downward adjustments of \$111,796 in certain fixed cost estimates, principally the amount required in the energy reserve fund.

With these improvements, the Selectmen voted on April 2 to approve an amended Financial Plan for FY92 which differed slightly from the Town Administrator's, and included the following restorations:

1. Three police officers	\$97,848
2. One park laborer	23,732
3. Library books	5,547
4. Dental screening program	11,873

5. Veterans commemoration activities	5,646
6. Part-time Council on Aging community aide	7,868
7. One recreation leader	29,942
8. School Department	52,513
Total Add-backs	\$234,969

The Selectmen's final budget vote on April 23 was based on the state aid reduction proposed by the Governor, \$1,435,345, and reflected the increase in the refuse fee (\$150 to \$175) recommended by the Town Administrator. It called for a total discretionary budget cut of \$1,978,265; the town's 2/3 share was \$1,318,843 while the schools sustained a reduction of \$659,422. Given the magnitude of operating budget cuts required to offset the huge revenue deficit, the Board decided to forego some \$485,000 in capital improvements. The discretionary reductions by service area are as follows:

FY-92 BUDGET DISCRETIONARY REDUCTIONS BY SERVICE AREA

FY-91 BUDGET	DISCRET. CHANGE VOTED	DISCRET CHANGE VOTED 4/2/91	DISCRET. CHANGE TOTAL 4/23/91	% DISCRET. CHANGE TOTAL	CHANGE TOTAL
PUBLIC SAFETY					
POLICE	7,829,592	(31,920)	0	(31,920)	-0.41%
FIRE	8,478,566	(268,559)	(239,827)	(508,386)	-6.00%
BUILDING	991,361	(4,977)	0	(4,977)	-0.50%
TOTAL PUBLIC SAFETY	17,299,519	(305,456)	(239,827)	(545,283)	-3.15%
EDUCATION	32,148,671	(375,640)	(283,782)	(659,422)	-2.05%
PUBLIC FACILITIES					
PARKS	1,433,225	0	(58,454)	(58,454)	-4.08%
HIGHWAYS	3,944,120	(139,560)	(76,200)	(215,760)	-5.47%
ENGINEERING	428,610	0	(1,000)	(1,000)	-0.23%
ADMINISTRATION	373,673	(19,236)	0	(19,236)	-5.15%
SANITATION	2,373,193	(5,594)	0	(5,594)	-0.24%
WATER	2,852,035	0	0	0	0.00%
SEWER	3,739,036	0	0	0	0.00%
FORESTRY	229,391	(34,914)	0	(34,914)	-15.22%
CEMETERY	126,223	(9,946)	0	(9,946)	-7.88%
TRANSPORTATION	62,317	(200)	(20,000)	(20,200)	-32.41%
TOTAL PUBLIC FACILITIES	15,561,823	(209,450)	(155,654)	(365,104)	-2.35%
CULTURAL AND LEISURE SERVICES	3,088,372	(85,234)	(84,641)	(169,875)	-5.50%
HUMAN SERVICES	1,783,344	(34,673)	(66,977)	(101,650)	-5.70%
ADMINISTRATION AND FINANCE	2,590,633	(116,467)	(20,464)	(136,931)	-5.29%
TOTAL	72,472,362	(1,126,920)	(851,345)	(1,978,265)	-2.73%

The severity of the budget cuts inflicted on the several town departments underscores the importance of achieving our primary FY92 fiscal goal: level-funded state aid.

Rent Control—Article 1

Article 1, passed at the Fall 1990 Town Meeting, reformed the rent control system. It will gradually change the rent control program from stringent price and condo conversion controls for all tenants, regardless of their income, to a means-tested subsidized housing program for those who cannot afford market rents.

The one goal of Article 1 is to assure that 10% of the Town's housing stock will be devoted to low-to-moderate income housing. The inclusionary housing program created under Article XXXIX accomplishes this goal in three ways: (1) through an inclusionary housing contract where the owner agrees to set aside 20% of his units for income qualified persons in exchange for decontrol of the other 80% of his units; (2) through collection of a linkage fee of 24 times the maximum controlled rent for each decontrolled unit; the fee goes into a Housing Trust Fund and is used to subsidize housing; and (3) through the creation of limited equity cooperatives.

The second goal of Article 1 is to restore property values, distribute tax burdens more equitably, and promote limited growth in the tax base. Article 1 accomplishes this by eliminating controls on the smaller buildings and on hybrid buildings. All owner-occupied 2/3 family homes were decontrolled on February 1, 1991. Other units in 2/3 unit buildings become decontrolled on June 30, 1991 unless they are occupied by elderly, handicapped or low-to-moderate income tenants. Rental units in 4 to 9 unit buildings and in 10 or more unit hybrid buildings become decontrolled upon voluntary vacancy, tenant purchase or lawful eviction. Rental units in the largest buildings which are fully rent controlled can only be decontrolled through an Article XXXIX inclusionary housing program.

The third goal of Article 1 is to protect existing tenants against unfair rents and evictions. Any tenant who, before Article 1, lived in a building with less than 10 units and any tenant in a 10 or more unit hybrid building remains fully protected by rent control: There are limitations on the rent which can be charged. There is no means test for occupancy. A tenant can only be evicted for cause. All evictions must be approved by the Rent Control Board.

In the largest buildings, subject to Article XXXIX (10 or more units, all rent controlled), any tenant occupying a unit when their landlord applies for the inclusionary housing program has the same continuing rent control protection.

Units only become free from rent control after the "protected tenant" moves out. Article 1 is designed to protect all existing tenants against disruption while making the transition to this new housing program.

In addition to continuing the protections given to

tenants under the former rent control Bylaw, Article 1 contains new stringent anti-harassment provisions. Under the former Bylaw, landlord misconduct did not bar an eviction. Under Article 1, landlords who engage in illegal or harassing activities cannot obtain an eviction.

It is illegal for a landlord to harass, coerce, make false statements, interrupt essential services such as heat, charge more than the maximum controlled rent, lock a tenant out of his unit, fail to provide necessary repairs, or fail to provide registered services.

In addition to barring an eviction, landlord misconduct also results in a decontrol ban. Vacancy after landlord harassment is presumed to be involuntary. No decontrol permit can be issued for any unit where the tenant has been harassed, unless the unit has been occupied by a rent-controlled tenant for two years after the harassment. These anti-harassment provisions protect tenants from being forced to move out by a landlord seeking decontrol based on vacancy or eviction.

Article 1 adds clarity to the previously existing jumble of rent control bylaws. It eliminates the confusion of temporary exemptions from rent control which trapped so many innocent purchasers under the old system. Condominium units and 2/3 family homes no longer bounce in and out of controls when ownership or occupancy changes. Unlike the former Bylaw, which controlled all rental units except those temporarily or permanently exempted, Article 1 only controls those units specifically designated under Section 8: legal dwelling units actually subject to rent control on the effective date.

Instead of having to analyze the significance of many different types of permits and certificates, buyers, brokers and attorneys now need to only request one—a unit decontrol permit. The unit decontrol permit establishes that the unit is not now and in the future will not be subject to the jurisdiction of the Rent Control Board.

Article 1 has taken the archaic and highly-complex rent control bylaw, simplified it, and made the rent control program efficient and effective in providing housing in Brookline for those persons unable to obtain it in the free rental market.

Private Development

The town was fortunate during the 1980s in the amount of new construction and condominium conversion that added appreciably to our tax base. This new development, which generated well over \$1 million annually in additional tax revenue, enabled us to maintain and enhance several town services. Projects such as Fisher Hill Estates, The Grand, Brookline Place, The Park, The Brook House conversion to condominiums, new apartment buildings at 1111 and 1850 Beacon Street, The Holiday Inn expansion at 1200 Beacon Street, the Coolidge Corner Convalescent Center on Webster Street, Center Place at 1300 Beacon Street, and the subdivision of the Paine Estate into thirteen lots all added immeasurably to our new development during the decade.

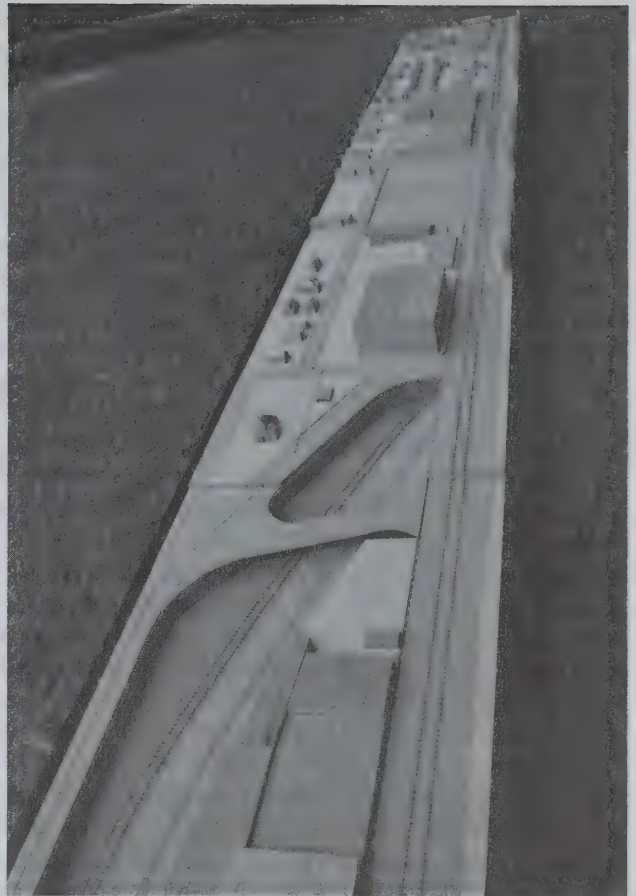
Over the past 2-3 years there has been a sharp decline in the number of major developments in the planning or construction stages. The combination of economic downturn and limited sites available for new construction has resulted in substantially less growth. In July, 1989 the Selectmen took a major step to reverse this negative trend with the appointment of a citizens Development Committee to look for ways to boost the town's revenues through appropriate development, and thus help maintain a high quality of services for town residents. Initially, the Committee was asked to examine two specific areas for their development potential: the Boylston Street Corridor between Washington and Cypress Streets and the south side of Commonwealth Avenue between St. Mary's and Babcock Streets. The Committee met almost weekly for three months to review existing land uses and consider opportunities for additional development, and to formulate criteria that would limit environmental impacts, guarantee neighborhood participation and ensure appropriate land use and quality design in any project that might be undertaken.



Boylston Street Corridor Model.

In February, 1990 the Committee presented its findings in an interim report to the Selectmen. The report included design criteria, site analysis, and potential revenue and implementation strategies for achieving additional development. Preliminary findings identified significant development opportunities in each corridor, which over a period of time could result in a substantial increase in tax revenue for the town. The Committee then reviewed these findings with appropriate town boards and affected neighborhoods. It became clear that residents from the two targeted corridors felt that it was inequitable not to look for development potential throughout the entire town. The Development Committee was convinced that, to gain future community support, a townwide survey for potential developments should be undertaken before choosing particular areas for further detailed analysis.

This rationale was laid out in September, 1990 in a second interim report to the Selectmen. The Development Committee requested \$100,000 for professional services to conduct a townwide survey and an in-depth



Commonwealth Avenue Corridor Model.

analysis of areas with the highest development potential and the preparation of specific implementation vehicles for each of the selected areas. Town Meeting appropriated \$70,000 for the expanded work of the Committee. A few weeks ago, the Selectmen executed a contract with David Dixon, who will assist the Committee in the townwide survey analysis and action plan. This study of long-range development opportunities will be completed in 1991. Given the fiscal crisis in the State, with massive reductions in state aid to cities and towns and a substantial local revenue shortfall for FY92, with resulting cuts in essential services, the time is right for the town to explore these opportunities.

The Selectmen are most appreciative of the efforts of the Blue Ribbon Committee whose membership is as follows:

Robert I. Sperber, Chairman
Robert Kroin, Vice-Chairman

Carl Axelrod
Michael Berger
George Cha
Joan Fitzgerald Denny
Mary Dewart
Betsey DeWitt

Richard Garver
Gordon Hurwitz
Harry Johnson
Larry Koff
Jean Kramer

New Initiatives in 1990

• Recycling Program

On April 30, 1990 the Board entered into a contract with Laidlaw Waste Systems, Inc. to provide, on a contract basis, comprehensive, curbside recycling service. With this contract Brookline became one of the first communities in New England to offer such a comprehensive recycling program. The program, which began on October 1, requires all residents on town refuse collection service to segregate and put out separately for collection all glass, plastic (PETE and HDPE only), aluminum cans, plates and trays, metal cans, newspaper, and yard waste. Blue recycling bins were distributed to all residents on town service, along with detailed instructions explaining the program.

In recognition of the town's highly educated, civic-minded, and very socially conscious citizenry, the Board expected strong support for the program. The response, however, far exceeded even the most optimistic projections. Within just a few short months, residents were recycling over 25% of their refuse. Residents have expressed their enthusiastic support for the program and have encouraged the Board to expand the categories of materials recycled. Negotiations are currently underway with the town's contractor to expand the recycling program and the Board is confident that such an expansion will take place before the end of 1991.



Selectmen and former Mayor Charles Royer of Seattle discuss that city's experience with a volume-based refuse fee program and recycling.

The active participation of residents in this program has not only contributed to the conservation of resources and the protection of the environment, it has also saved the town and its taxpayers money. The town pays \$83 for the disposal of each ton of refuse as opposed to \$70 per ton for recycling service. Thus, for each ton of recycled material collected by Laidlaw, the town and taxpayers save \$13. Yard wastes are collected separately by the Town and disposed of at a cost of \$14 per ton, resulting in savings of \$69 per ton.

The Board would like to thank the Solid Waste Advi-

sory Committee and the Public Works Department for their efforts in putting this program together and organizing the publicity and education program. It was only through their efforts, and the efforts of countless volunteers, that we were able to offer such a comprehensive recycling service. Most of all, the Board would like to recognize the efforts of our residents who have actively participated in the program. They have made the program the success that it is, and have clearly demonstrated Brookline's commitment to the protection of our environment and the preservation of precious resources for future generations.

• Operation Watersense

Over the past three years the Massachusetts Water Resources Authority (MWRA) has continued a pilot study to determine the effect of a systemwide residential conservation program on water usage. Brookline participated in this pilot test in 1988. The results indicated that over 6 million gallons per day could be saved with minimal effort on the part of the residents. Findings also identified the program as one of the most cost-effective alternatives to meet the rising demand for this precious resource.

Last fall the MWRA invited Brookline to participate in a unique water conservation program, OPERATION WATERSENSE. The objective of this comprehensive program is to decrease Brookline's domestic water consumption through direct installation of water saving fixtures in 9,000 multi-family and 10,000 single family households throughout the town, at no charge to the consumer. In addition, the program offers household leak detection surveys and provides for consumer education in water conservation techniques.

The Selectmen strongly endorsed this voluntary program, encouraging everyone to participate so that together we can create an environmentally sound program to protect our present and future water supply. Director of Water Andrew Pappastergion has been designated as the town's liaison to the MWRA for this program. We are confident that OPERATION WATERSENSE will be a tremendous success.

• MBTA Maintenance Program

Maintenance of the MBTA's right-of-ways in Brookline has been a matter of great concern for several years. Each summer we had received several complaints about the height of the grass along the Beacon Street right-of-way and the litter and debris at the Beacon Street and Highland Branch stations.

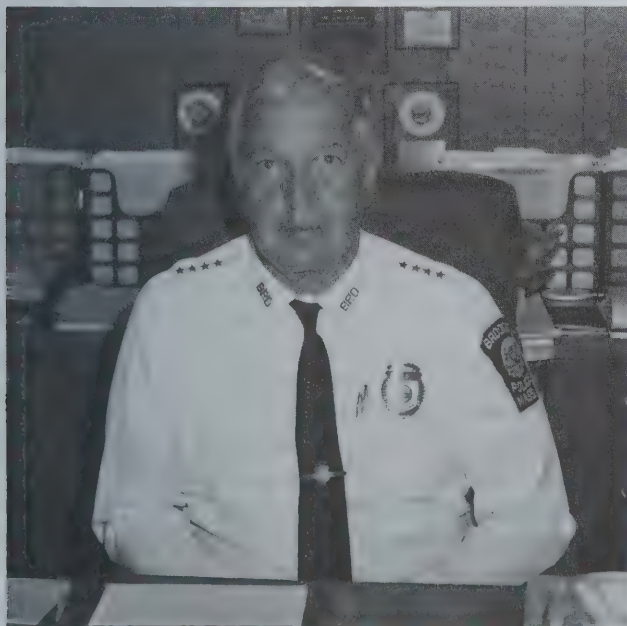
A year or so ago MBTA officials contacted the Town Administrator and the Commissioner of Public Works to discuss their plans to institute a pilot maintenance program in Brookline. They indicated that the MBTA

would advance funding for several temporary laborers who would work for ten weeks under MBTA supervision in maintaining both of the right-of-ways. The laborers would be recruited and hired by the town, but the MBTA would assume all responsibility for workers' compensation, liability, etc. The town would have no financial or legal obligations.

In June of 1990 the Selectmen and the MBTA entered into an agreement for the beautification of Brookline area MBTA stations. This student summer help program provided a number of jobs for Brookline students. The young Brookline adults cleaned and beautified every MBTA station within the town. These same students cleaned and cut grass along the MBTA tracks on Beacon Street. This particular task was very necessary and constituted a marked improvement to the Beacon Street area. It is our hope that this long overdue cooperative program will continue in the future despite MBTA budget limitations.

Chief Simard Announces Retirement

Chief of Police George R. Simard advised the Selectmen in November of his intention to retire on September 1, 1991. Chief Simard will be retiring after thirty-seven years of dedicated and outstanding service to his native town, the last eleven of which he served as chief. Many changes have taken place in the municipal law enforcement field over the last several years. Under Chief Simard's leadership and through his initiative, Brookline responded to these changes by instituting new approaches in several areas, including computerization, dispatch, hi-tech fingerprint science, mobile data terminals, new weaponry, and systems of training and utilization of personnel which were unheard of when Chief Simard took office in June, 1980.



Chief George R. Simard.

Chief Simard has been an enthusiastic and convincing advocate for the needs of his department before the Board of Selectmen, with whom he has worked very well, the Advisory Committee, and Town Meeting. His career stands as an inspiring model of the best in public service and enhances the high tradition of the Brookline Police Department. The selection process for a new police chief will include an assessment center component which measures technical knowledge, skills and abilities, together with management skills and aptitude, and a candidate's ability to act competently in specific situations. Chief Simard was a product of such a comprehensive examination process and his fine record of accomplishment confirms the importance of such a test.

White Place and Park Vale Fires

Two major fires on Friday, June 15, 1990 taxed the resources of the Brookline Fire Department to the utmost and necessitated the striking of nine alarms with over forty engines and ladder trucks and over 200 firefighters from eighteen different communities battling the two blazes. This represented the most fire apparatus operating in Brookline at one time in the history of the department, which dates back over a hundred years. A brief synopsis of the two conflagrations follows:

"At 11:14 a.m., Friday, June 15, 1990, an alarm was received for a building fire on White Place. First arriving personnel found one three story building totally engulfed in flames, the buildings on either side burning, houses on the opposite side of the street beginning to smoke from radiant heat. In addition to this, buildings on the other side of the street car tracks at the rear of the building were burning and the high voltage MBTA lines had burnt through and were laying on the ground. Firefighting started immediately with Deputy Chief Pucci eventually striking five alarms.

Another alarm for a building fire on Park Vale was received fifteen minutes after the alarm for the White Place fire. Firefighters on the scene were confronted with one building heavily involved in flames with fire extending to an adjacent apartment building. This second fire required a four alarm response to extinguish."

At the Board's first meeting after June 15, the Selectmen commended Chief English, Deputy Chief Pucci, Deputy Chief Brennan and all the firefighters who responded to these fires and performed so admirably. The Board also commended the members of the Police Department who awakened residents and assisted the fire department and paid tribute to the members of the other fire departments and agencies which came to the scene. Their determination and teamwork prevented a



Deputy Fire Chief Ronald Pucci directing operations at the five alarm fire on White Place.

tragedy from becoming a disaster. The mutual aid system for the Greater Boston area, Metrofire, once again proved its worth.

Awards and Recognitions

Preservation Commission

On September 25, 1990 the Town of Brookline was recognized by the National Park Service for the excellence of its historic preservation program and was granted status as a Local Certified Government. Secretary of State Michael Joseph Connolly, who also chairs the Massachusetts Historical Commission, presented the Board of Selectmen with a certificate and commended the town for its preservation programs and Preservation Commission. Among the historic preservation activities sponsored this year by the town through its Preservation Commission was the production of four informative publications covering such topics as the architecture and history of Pill Hill and Cottage Farm, design guidelines for properties in historic districts, and



Members of Brookline Rotary Club celebrate "Preserve the Earth Day" by planting a sycamore tree on Beacon Street.

the history of significant town-owned buildings and landscapes. The production of these documents was made possible with a grant secured from the Massachusetts Historical Commission.

Renovation and restoration efforts by the private sector, involving both commercial and residential properties, were applauded by the Preservation Commission at its May 1990 Preservation Awards Ceremony, a well-attended event which included remarks by Preservation Commissioners, the Town Administrator and the Chairman of the Board of Selectmen.

Historic preservation has also been a consideration for the Development Committee as it examines the town to identify areas which would be suitable for development or redevelopment in order to generate additional tax revenue. The Preservation Commission has drafted guidelines for the Development Committee and will use a State Historical Commission grant for an historical survey of the areas under review.

Conservation Commission

The Conservation Commission received a TAKE PRIDE IN AMERICA AWARD from the United States Secretary of the Interior and Secretary of Agriculture for the establishment of the Amory Woods barrier-free nature trail. The award was presented to the Commission "in recognition of demonstrated commitment and exceptional contribution to the stewardship of America's natural and cultural resources."

Since its official opening in May, 1989, the Amory Woods trail has attracted attention from many other communities in New England and beyond as a model for providing access to natural areas for all people regardless of their physical abilities. Following a statewide conference held at Amory Woods in August that examined the special features of the trail system to provide full accessibility, other communities adopted the Amory Woods model and have begun construction of their own barrier-free trails. The Conservation Commission completed the Amory Woods project without cost to the town by receiving a combination of grants and private donations to provide extensive landscaping, benches, interpretive signage, educational brochures and posters, and the restoration of an historic gazebo. The Commission also established an endowment fund for the Amory Woods with private donations totalling over \$12,000 to ensure that funds will be available to maintain the full accessibility of the Amory Woods in the future.

The Selectmen were pleased to join in the commemoration of the 25th anniversary of the Commission. In 1966, Brookline became one of the first communities to establish a Conservation Commission to preserve and protect the town's environment for the health and enjoyment of all its citizens. Over the past quarter century, the Board of Selectmen has appointed thirty-three dedicated citizens to the Commission to carry out this important mission.

Open space has always been an asset that Brookline has cherished and worked hard to preserve. As the home of the great landscape architect Frederick Law Olmsted, the town took pride in the key role that the Conservation Commission played in the establishment of a state-wide program for the preservation of Olmsted parks. The Commission was responsible for the creation of four conservation areas and eight conservation easements. Most of these acquisitions and improvements were accomplished with grants and donations.

Conservation in an urbanized community such as Brookline challenges the imagination and brings a new perspective to environmental protection. With the help of an involved citizenry, a dedicated staff, talented volunteers, and town departments that have developed a high level of concern for environmental excellence, the Conservation Commission has made significant strides in preserving and protecting Brookline's open space, visual amenities, wetlands, and other natural resources.

Brookline Residents in Persian Gulf

During the latter part of 1990 and the early months of 1991 the Selectmen closely monitored the status of residents of Brookline who were serving in the armed forces in the Persian Gulf area and town employees who had been activated to serve in the conflict. As of January, 1991, the Director of Veterans' Services had been advised that the following town employees and residents had been activated, were on standby status, or were actually serving in the Gulf:

Town Employees

Brookline Police Officer Gerald McGrath, Marine Corps Reserve Unit
Brookline Police Officer Pierre Verrier, Marine Corps Reserve Unit

Brookline Residents

Christine Cugini, U.S. Navy
Captain Dennis Harrington, U.S. Army
Major Joseph Conforti, U.S. Marine Corps.
Specialist John Blocker, U.S. Army
Specialist Michael Lewis, U.S. Army
Captain Kevin Burke, U.S. Army
Captain Bruce Moore, U.S. Army
Captain David Cavaleri, U.S. Army
Lt. Leonard Weinstein, U.S. Army

Town Employees on Stand-By Status

Police Sergeant Peter Ehrlich, Army National Guard
Police Officer Pat Kearns, Army National Guard
Police Officer Lloyd Dais, Army National Guard
Firefighter Carlos Gonzalez, 11th Special Forces
Firefighter Joseph Kelly, 4th Marine Division

The Board authorized the use of funds from the Selectmen's contingency fund to purchase an appropri-

ate flag to be displayed along with the American Flag in the lobby of Town Hall. This honor roll area has received many favorable comments.

The town will salute and celebrate the return of our Operation Desert Storm veterans at a town-wide parade on June 9, 1991 which has been planned by the Celebrations Committee, co-chaired by Selectmen Crowley and Delany. This event, which will also feature athletic activities, refreshments and an evening band concert, will be held each year on the date of, or around, Flag Day.

Appointments

The town is indeed fortunate to have so many residents, experienced in town affairs and specialized fields, volunteering their services to the community. Members of our boards and commissions are an important resource for the town's activities and continued to perform in an exemplary manner. The following appointments and resignations occurred in 1990.

Robert J. Wong was reappointed to the Board of Registrars of Voters. Diane Gordon was reappointed to the Board of Appeals. Lewis Cohen, an associate member, was also reappointed, with Jordan Krasnow and Stanley Rabinovitz being appointed to serve as associate members. Mr. Rabinovitz was appointed to fill the vacancy occasioned by the passing of Joseph Sargon who served the Board so ably for the past sixteen years. Kenneth Kurnos was reappointed to the Personnel Board.

Robert Kramer was appointed to the Tree Planting Committee. Dr. Philip Leder was appointed to full membership on the Conservation Commission, having served as an alternate member during the previous year. Karen Haglof resigned from service on the Commission. Ms. Haglof was a dedicated member of the Commission since 1988. Russell Mann and Harrison Bridge were reappointed to the Board of Trustees of Walnut Hills Cemetery.

The Transportation Board received two new members with the appointments of James Donahue and Stephen Dean, replacing Phyllis Giller and Rhoda S. Goodwin. Walter Elcock and Daniel Ford were reappointed to the Park and Recreation Commission. Thomas Dougherty was appointed to the Commission, replacing Gerald Tuckman. Following the resignation of Deborah Notman, the Selectmen appointed Robert L. Allen in her stead.

Dixon Bain was appointed to the Planning Board, replacing Tania Langerman. The Selectmen accepted the resignation of John L. Hall and appointed Kenneth Jacobson as his replacement on the Housing Advisory Board. Valerie Zimmer replaced Mark Levy on the Board. Sergio Modigliani advanced to full membership on the Preservation Commission, having served as an alternate member for two years, and Chobee Hoy was reappointed. Patricia A. Libbey and David England were

appointed as alternate members on the Commission. Louis Wilgoren was reappointed to the Building Commission, and John Prager was reappointed to the Board of Examiners.

Dr. Robert Taylor and Steven Gordon were reappointed to the Advisory Council on Public Health. Agnes Rogers and Sandra Bakalar were reappointed to the Human Relations/Youth Resources Commission, with Assunta Cha and Douglas Shatkin being appointed to serve as well. Tobe Berkovitz, Francine Berger, Barbara K. Mitchell, Jerrold Oppenheim, Jay Chrepta, Catherine Shaffer and Evvy Titleman were reappointed to the Cable TV Monitoring Committee. Resignations were accepted from Ann Gallagher and Wendie Wallis, who had served with distinction on the Committee for several years.

Terri Scheff was appointed to the Rent Control Board, replacing Joan Zorza. Dana Cetlin was reappointed to the Board. Derek Aube was appointed to the Commission for the Disabled replacing Ralph Steele who had been active in the formation of the Commission and

continues to be a strong advocate for the disabled. Regina Snowden was reappointed for another term.

Susan Erickson was appointed to the Brookline Access Television replacing Ann Carol Grossman and Lawrence Cohen replaced Robert Baram. Ingrid Furlong and Shirley Selhub were reappointed.

The Commission on the Status of Women had three new appointments with Myrna Kahn, Karen Sullivan Lieff and Nancy Kleshinski replacing Ruth Abrams, Peggy Berkovitz and Elizabeth Koss, whose terms had expired. Elizabeth Ziemba submitted her resignation from the Commission.

Robert Gianfortoni, Sandy Novack and Renee Miller were appointed to full membership on the Council for the Arts and Humanities, having served as associate members. Ted Havens, Judith Kidd, Carolyn Oliver, Gayle Rich and Janet Sebell concluded their terms. Moshe Alon, John Bassett, Barbara Bernhardt, Rae Ann Brown, Marianne Gowen, Lynn Holstein, Susan Johnson and Cassia Wyner were appointed as associate members.

Status Report on Capital Projects 1990 Annual and Special Town Meetings

Test Oil Tanks—Town Meeting appropriated \$40,000 for the testing of town-owned underground fuel tanks. The contract for this project was awarded to Evergreen Construction Company, Inc. of Bellingham. Work is in progress at several sites including Fire Station #5, the Larz Anderson Estate, and the Putterham Golf Course.

Main Library Roof—Town Meeting appropriated \$15,000 for the preparation of plans and specifications to replace the Main Library Roof. An architect will be selected in mid-May. The design is expected to be finished in the fall of 1991.

Town Funding for the Repair, Reconstruction and Resurfacing of Various Sections of Town Streets—Town Meeting appropriated \$117,500 for the reconstruction, maintenance and/or repair of various streets and sidewalks within the town. A contract was awarded to D & R General Contracting, Inc. on April 9. The project is underway and will be completed in early June. Streets to be repaired or reconstructed include Clinton Road, Eliot Street, Windsor Road, Reservoir Road, Hancock Road and Cleveland Road.

State Aid for the Repair, Reconstruction and Resurfacing of Various Sections of Town Streets—Town Meeting appropriated \$236,104 for the repair, reconstruction, and resurfacing of various sections of Beacon Street (Dean to Winthrop), Dean Road (Beacon to the MBTA), LaGrange Street, and Longwood Avenue. The project will go out to bid in June. Work is expected to commence in July and will be finished by the end of August, 1991.

Tennis Court Repair—Town Meeting appropriated

\$100,000 for the repair and resurfacing of tennis courts at various locations. The contract was awarded to Tilcon Mass., Inc. on October 2, 1990. A completion date of June 30, 1991 is anticipated.

Reservoir Park Repair—Town Meeting appropriated \$100,000 for the rehabilitation of Reservoir Park. A contract for this project was awarded to C. Palladino Co., on October 2, 1990. Work is underway and is expected to be completed by the end of June, 1991.

Devotion Boiler—Town Meeting appropriated \$24,000 for the preparation of plans and specifications for replacement of the boilers at the Devotion School. The design selection process is underway. The contract for this project will be awarded by the end of May.

Baker School Boiler—Town Meeting appropriated \$20,000 for the preparation of plans and specifications for replacement of the boilers at the Baker School. The design selection process has been initiated. A contractor will be selected by the end of May.

Asbestos Removal—Town Meeting appropriated \$150,000 for the removal of asbestos in the schools. A contract was awarded to Thermo-Guard Corporation on July 31, 1990. Phase II of this on-going project has been completed. Phase III will be underway during the summer months.

Pool Dehumidification—Town Meeting appropriated \$260,000 for making repairs to the swimming pool building (modernize and upgrade the air handling system). The new dehumidification system was designed by Richard D. Kimball Co., Inc. and installed by Amani and Sons.

Fire Engine #6—Town Meeting appropriated \$215,000 for the purchase of a fire engine. Bids were opened in April and the new fire engine should be in service by May of 1992.

Waterline Improvements—Town Meeting appropriated \$4,800,000 for laying and relaying of water mains, for lining and relining of water mains with a lining of not less than one-sixteenth of an inch, and for the extension of water mains. A contract was awarded to Heitkamp, Inc. on June 26, 1990. The first year of this three-year project will be completed in the fall of 1991.

Replacement of Boilers—Town Meeting appropriated \$30,000 for the replacement of the boilers at the Highway Garage. Equipment has been purchased and installation should be finished by the middle of May.

Underground Fuel Tanks—Town Meeting appropriated \$90,000 for the removal, repair, or replacement of underground fuel tanks. A contract was awarded to C. Spirito, Inc. of Hingham for the replacement of four underground tanks at the Highway garage. The project is expected to be completed by the end of June, 1991.

Heath School Oil Problem—Town Meeting appropriated \$40,000 for professional consulting services to complete Phase I of the remediation plan for the Heath School oil spill. The contract was awarded to Gemini Geotechnical Associates, Inc. on December 18, 1990. Phase I should be completed by the end of May.

Police Computer Disk Drive—Town Meeting appropriated \$10,000 for the purchase and installation of a computer disk drive. The new disk drive was purchased from Wang Laboratories, Inc. and was installed in November of 1990.

Warren Recreation Center—Town Meeting appropriated \$25,000 for the preparation of program plans

and construction plans and specifications for the renovation of the Warren Recreation Center. A Committee of Seven was appointed in January. The contract will be awarded in May and the plans should be completed by September of 1991.

Warren Field—Town Meeting appropriated \$585,000 for the design and renovation of Warren Playground for municipal outdoor recreational and athletic facilities. The design is being completed in-house and should be finished during the summer.

Street Tree Replacement—Town Meeting appropriated \$20,000 for the purchase and planting of street trees. The contract was awarded to Popico, Inc., d/b/a Holden Farms Nursery of Jefferson. Work will commence in the spring and will be completed in the fall of 1991.

High School Window Replacement—Town Meeting appropriated \$25,000 for the repair and/or replacement of windows at the High School. Bids are being reviewed. A contract will be awarded by the end of May and the project should be completed in September.

Lincoln School—Town Meeting appropriated \$13,000,000 for the cost of engineering and architectural services for plans and specifications, and for the construction of a new K-8 Lincoln School, including the cost of original equipment and furnishings. A contract was awarded to Graham Gund Architect Services on April 2, 1991. A completion date of September of 1993 is anticipated.

Development Survey/Analysis—Town Meeting appropriated \$70,000 to survey and analyze development opportunities townwide. A contract, in the amount of \$55,000, was awarded to David Dixon Associates on April 16. The project is expected to be completed by the middle of April, 1992.

TOWN ADMINISTRATOR

It is a privilege once again to report on some of the principal activities of the Town Administrator during the past year, my twenty-second annual report. In this report, I would like to review with the aid of several charts the fiscal trends and concerns that are of paramount concern to the Town Administrator and the Board of Selectmen as we operate with fewer resources than we have had in the past. Formulation of the annual financial plan, including detailed projections of all revenues and expenditures, is a major responsibility of the Town Administrator in Brookline. Other broad managerial functions include 1) the recruitment and recommendation for appointment by the Board of Selectmen of most department heads, as well as annual performance evaluations; 2) recommendations with respect to the capital improvements program and the financial impact of warrant articles; 3) recommendations concerning collective bargaining proposals and the development of fiscal guidelines for that important area of town expense; 4) proposals for administrative reorganizations; 5) coordination of intra- and inter-governmental affairs; 6) preparing reports and data, with recommendations, to assist the Selectmen in making formal top-level policy decisions; and 7) ensuring that orders and policies of the Selectmen are implemented.

The Town Administrator continues to serve as the designee of the Chairman of the Board of Selectmen on the Advisory Board of the Massachusetts Bay Transportation Authority and as Chairman of the Advisory Board's legislative, arbitration, and personnel committees. This agency is of great importance to the Town of Brookline, which pays the third highest assessment in the MBTA district. He also serves on the Massachusetts Municipal Association's Fiscal Policy Committee which is heavily involved in the local aid issue, distribution formula, etc. The relationships established through these affiliations are most helpful in terms of keeping abreast of current developments, and making our Board of Selectmen's views on various policy issues known to state and local officials who are in a position to influence the ultimate decisions on same.

An Era of Fiscal Limitation

Most observers think the municipal fiscal crisis will continue indefinitely. Before turning to a review of several significant fiscal trends, I thought it might be of interest if I identified some of the vital management tasks that must be performed by municipal administrators in an "era of revenue reduction." Demands are unrelenting but the public wants to hold down spending; municipal unions continue to push for higher salaries and greater benefits; unremitting inflation takes an especially heavy toll; federal revenue sharing is a thing of the past, and



Town Administrator Richard T. Leary

state aid is virtually non-existent.

What then are the critical management skills for the present and the future? Clearly, budgeting and financial management is at the top of the list—fiscal stress is very much on the minds of today's local managers. Not only must they be concerned with issues of money and cost effectiveness; they also must develop a sensitivity to the prevailing tax climate within their community. Other essential tasks include the following:

- **Initiating Change**—administrators are persuaders, leading the municipal government to move in a certain direction. At a minimum, administrators prepare the organization to adapt to its changing environment.
- **Planning and Setting Objectives**—whether a structured or informal process, planning is a responsibility urban administrators constantly face.
- **Orchestrating the Governmental Machinery**—for this task administrators serve as coordinators, buffers, and smoothers of relationships among elected officials and subordinates.
- **Gathering Information and Sensing Problems or Opportunities**—administrators are positioned at the apex of a continuous flow of information. To identify and define problems and to exploit opportunities they must pick up nuances and subtle clues from the information circulating around them.
- **Selling and Building Consensus**—urban ad-

ministrators must have the ability, not only to persuade others, but to find solutions agreeable to various groups.

- **Arbitrating and Managing Conflict**—in addition to consensus building, administrators often must manage conflict—a task that includes advising and educating disputing parties.
- **Getting the Job Done**—above all, urban administrators are judged on results—how well the overall job gets done. This requires the use of almost all the skills and knowledge referred to above. Administrators must know how to manipulate the system, how to expedite, facilitate, and overcome a host of external and internal encumbrances.

While the technical skills of finance and budgeting are probably the most critical, all of the foregoing abilities, which emphasize human relations skills, come into play in the development of the town's most important policy document, the annual financial plan. A look at some interesting fiscal and personnel trends provides a backdrop to the Town Administrator's FY92 Financial Plan.

Fiscal and Personnel Trends

The pie chart on page 20 indicate how each \$100 will be received and expended in FY92. As submitted by the Town Administrator, the town's program budget totalled \$105,264,036. The revenue pie chart illustrates our still heavy dependence on property taxes, the importance of a strong local receipts position, and the effect of substantial reductions in state aid.

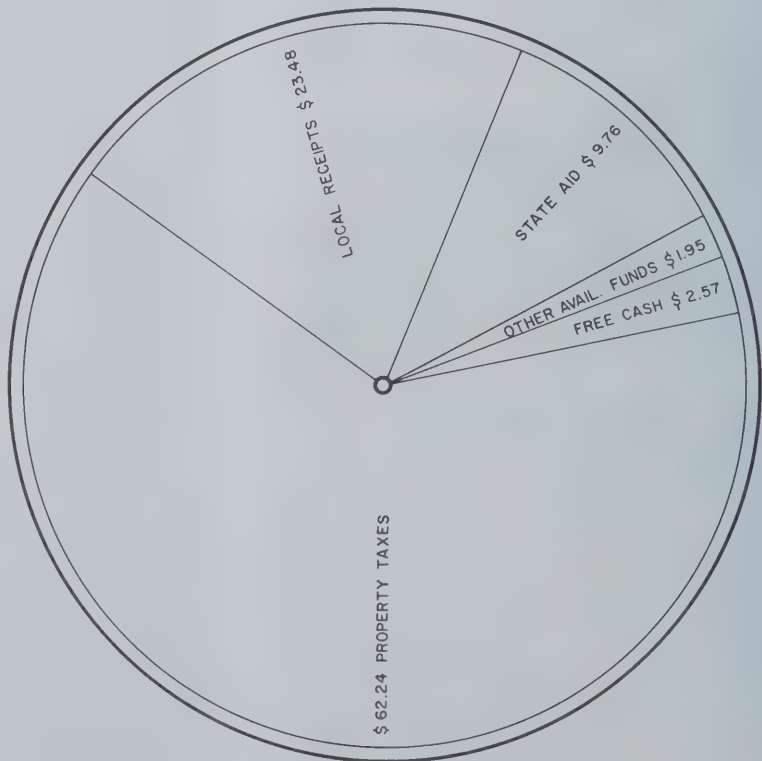
Figure 1—Total Revenues—reveals that property taxes, which comprised 67.5% of our total revenues in FY86, now account for 62.2%; state aid, which made up 15.7% of our revenue base in FY88, has declined to 9.8% while local receipts has risen from 13.5% in FY85 to 23.5% in FY92. As noted in Figure 2—Property Tax Levy FY82-92, new growth is no longer a significant item in our total revenue growth. New growth reached a high of \$1.9 million in FY88 but in recent years dropped sharply as a result of the "soft" real-estate market and the decline in building activity and condominium conversions. The \$450,000 estimate for FY92 is the lowest since the inception of Proposition 2 1/2. Given the difficult financial position the town has been in for the last several years, a major effort has been made to ensure that fees and charges are at the maximum feasible level taking into consideration the cost of providing the service: see Figure 3—Local Receipts. Nationally, revenues from local government user fees have more than trebled since 1976, and Brookline ranks high in Massachusetts in its reliance on such fees. Figure 4—State Expenditures and Local Aid—tells it all as far as the

state-local fiscal relationship is concerned. Total resolution aid of \$1,548,595,593 in FY85 was greater than the amount (\$1,530,768,543) projected for FY92, seven years later. The high point was \$2,082,967,567 in FY89. As a percentage of state expenditures, local aid reached the 18% level in FY84 but has dropped precipitously and will reach an all-time low of 11% in FY92. As state revenues rose dramatically during the 1980s, they were allocated to state budget items and not to ease the burden of cities and towns whose property tax revenues were capped by Proposition 2 1/2. Placing Question 5 on last November's ballot was the inevitable result. Figure 5—State Aid—illustrates the worsening trend with respect to the Commonwealth-Brookline relationship. State aid increases, which we had realized at levels of \$2 million in FY87 and \$1.4 million in FY88, plummeted to negative positions of over \$2 million in FY90 and FY92.

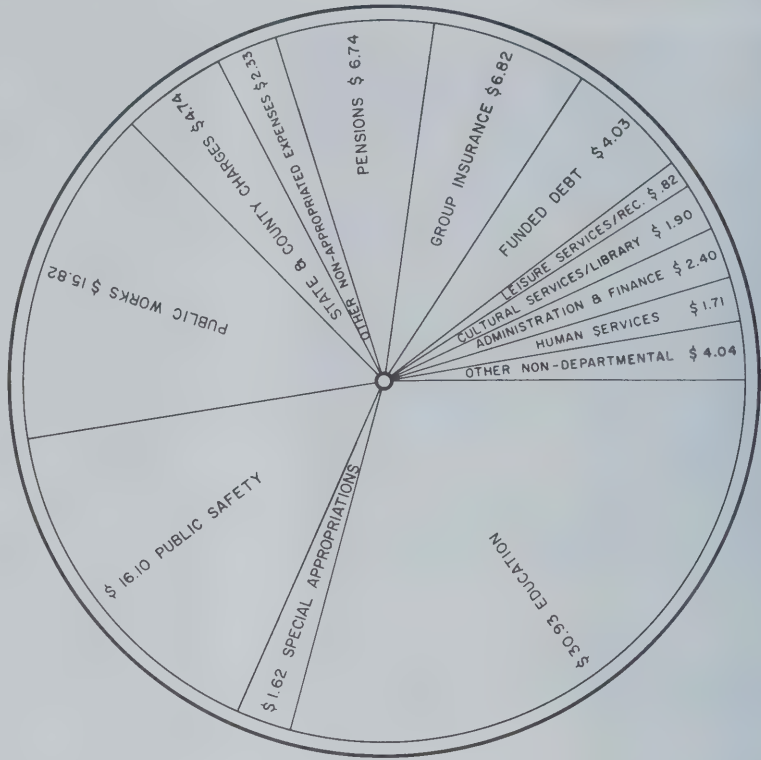
Figure 6—Town and School Personnel FY75 to FY91—indicates the number of permanent full-time positions at key points over the period. FY82, the first year of Proposition 2 1/2, was disastrous for all departments. Town departments have remained relatively stable since, while the school department has recouped a substantial number of the positions lost. The trend is even more significant when one looks back to the good times in the mid 1970s. Directly related to our personnel base are the costs associated with group health insurance, workers' compensation, and pensions, three major fixed costs which are depicted on Figures 7, 8 and 9. Everyone is very much aware of the dramatic increase in health insurance costs, particularly over the past five years. The projected FY92 expenditure of just over \$7 million would be \$700,000 higher were it not for our proposal that HMO members pay 25% of premium costs as Blue Cross-Blue Shield members have done since 1970. Workers' compensation is another "budget buster" which has rocketed out of control in recent years. Prior to 1980, when the town insured its workers' compensation program through a private carrier, our annual premium rose at an alarming rate, reaching the sum of \$845,420 in 1980. We reverted to self-insured status in 1981 and this new approach worked extremely well until the legislature made significant changes in the system a few years ago. A revised benefit schedule, a new cost of living feature, a revised legal fee schedule, higher state assessments for operation of the system, rising medical costs and compensation payments, and continuing delays in obtaining hearings, have all contributed to push Brookline's cost up to \$950,000 in FY92. On a positive note, pension system costs have remained relatively stable. In 1989, the town accepted the optional provision of the State pension reform law which commits the town to fully fund its pension system over forty years. The non-contributory segment of the system, which includes persons hired prior to the establishment of the retirement system, is declining, reflecting the diminishing number of retirees remaining in this group.

TOWN OF BROOKLINE
FY 92 PROGRAM BUDGET
\$105,264,036

HOW EACH \$100 WILL BE RECEIVED



HOW EACH \$100 WILL BE EXPENDED



\$ (millions)
% of total

REVENUE SOURCE	FY83	FY84	FY85	FY86	FY87	FY88	FY89	FY90	FY91 (EST)	FY92 (EST)
Property Taxes	\$42.0 (64.7%)	\$43.7 (66.1%)	\$48.2 (66.0%)	\$51.0 (67.5%)	\$53.0 (64.4%)	\$58.4 (64.6%)	\$59.1 (64.1%)	\$61.2 (62.4%)	\$63.4 (62.2%)	\$65.5 (62.2%)
Local Receipts	\$9.0 (13.8%)	\$9.9 (14.9%)	\$9.8 (13.5%)	\$12.5 (16.5%)	\$13.4 (16.2%)	\$15.1 (17.2%)	\$19.0 (20.5%)	\$21.7 (22.1%)	\$22.3 (21.8%)	\$24.7 (23.5%)
State Aid	\$9.1 (14.0%)	\$9.5 (14.4%)	\$10.6 (14.5%)	\$10.3 (13.6%)	\$12.6 (15.3%)	\$13.7 (15.7%)	\$13.5 (14.6%)	\$11.4 (11.6%)	\$10.9 (10.7%)	\$10.3 (9.8%)
Free Cash	\$3.4 (5.3%)	\$1.5 (2.4%)	\$2.9 (4.0%)	\$0.2 (0.3%)	\$2.4 (3.0%)	\$1.4 (1.6%)	\$0.0 (0.0%)	\$2.0 (2.0%)	\$3.8 (3.7%)	\$2.7 (2.6%)
Federal Revenue Sh.	\$0.9 (1.4%)	\$1.0 (1.4%)	\$1.0 (1.3%)	\$1.0 (1.4%)	\$0.2 (0.2%)	\$0.1 (0.1%)	\$0.0 (0.0%)	\$0.0 (0.0%)	\$0.0 (0.0%)	\$0.0 (0.0%)
Other Available Funds	\$0.5 (0.8%)	\$0.5 (0.8%)	\$0.6 (0.7%)	\$0.5 (0.7%)	\$0.7 (0.9%)	\$0.7 (0.8%)	\$0.7 (0.8%)	\$1.9 (1.9%)	\$1.6 (1.6%)	\$2.1 (1.9%)
TOTAL REVENUES	\$64.9	\$66.1	\$73.1	\$75.5	\$82.3	\$87.4	\$92.3	\$98.2	\$102.0	\$105.3

Figure 1 – Total Revenues

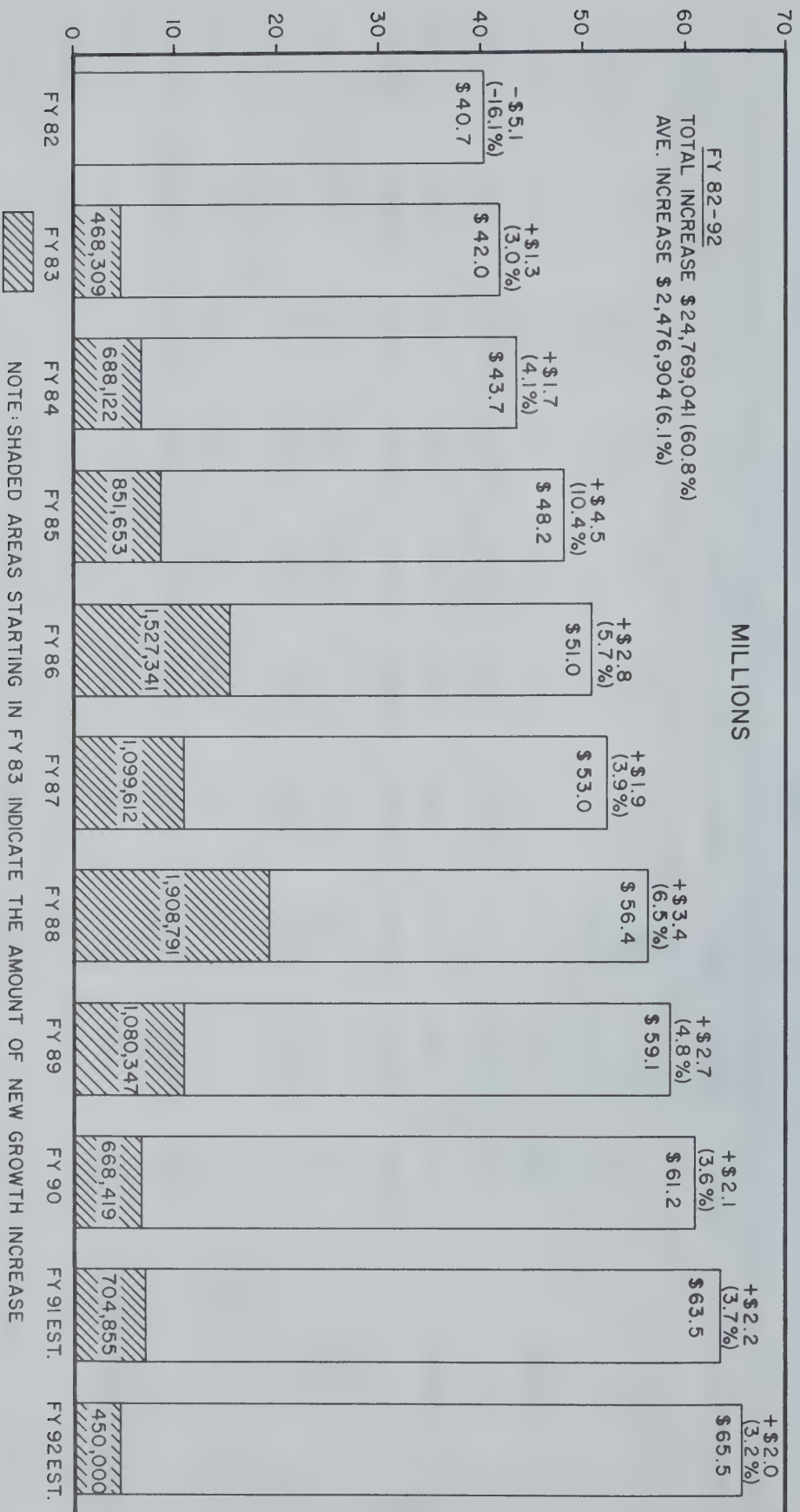


Figure 2 - Property Tax Levy
FY82-92

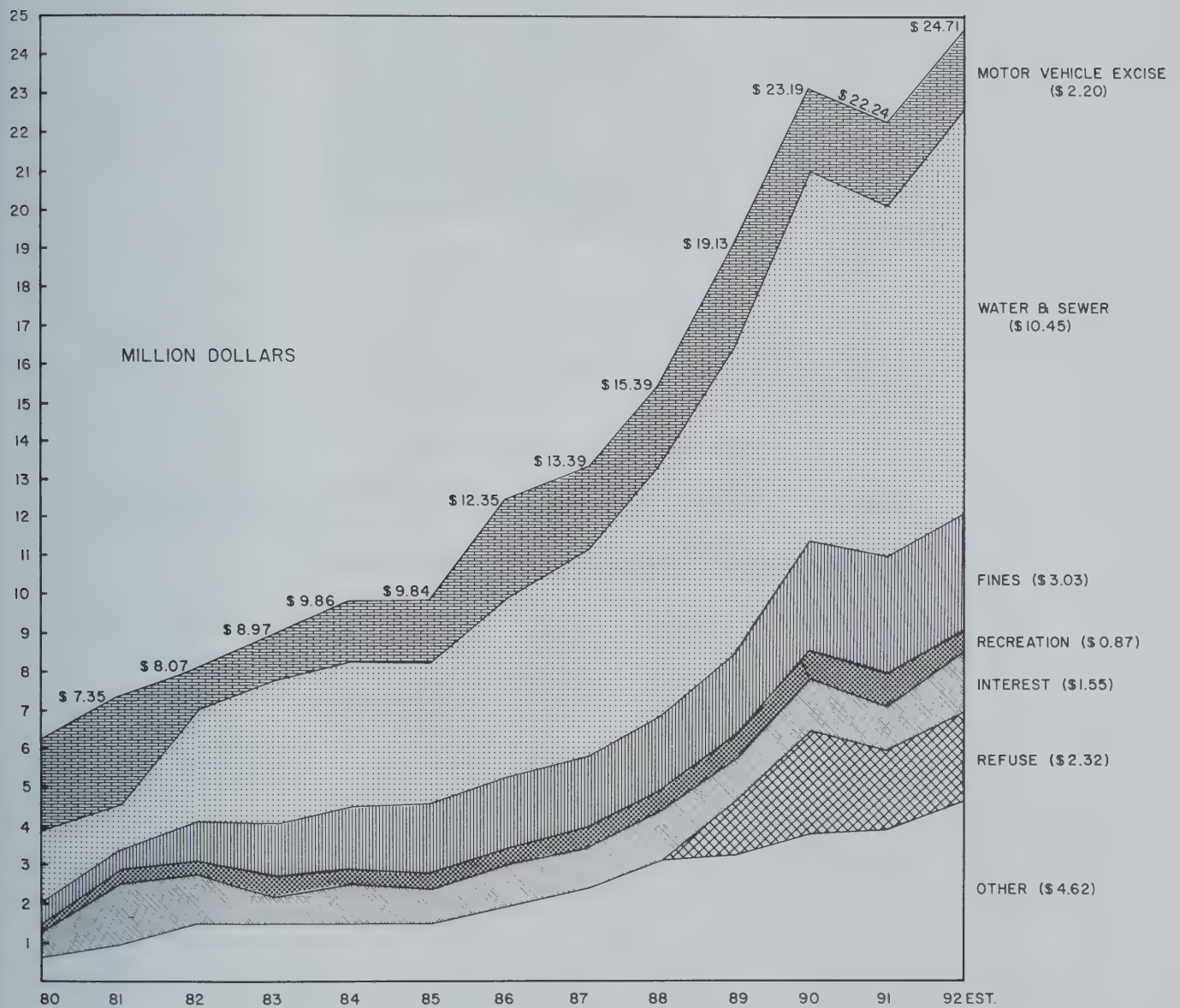


Figure 3—Local Receipts

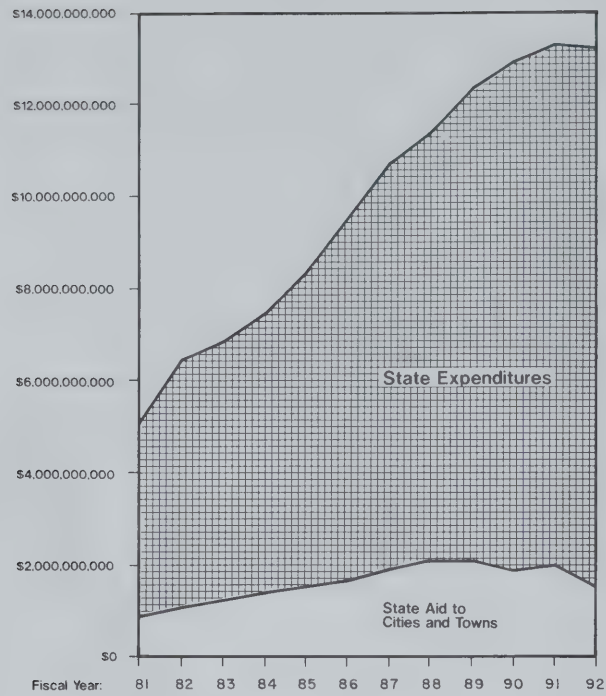


Figure 4—State Expenditures & Local Aid

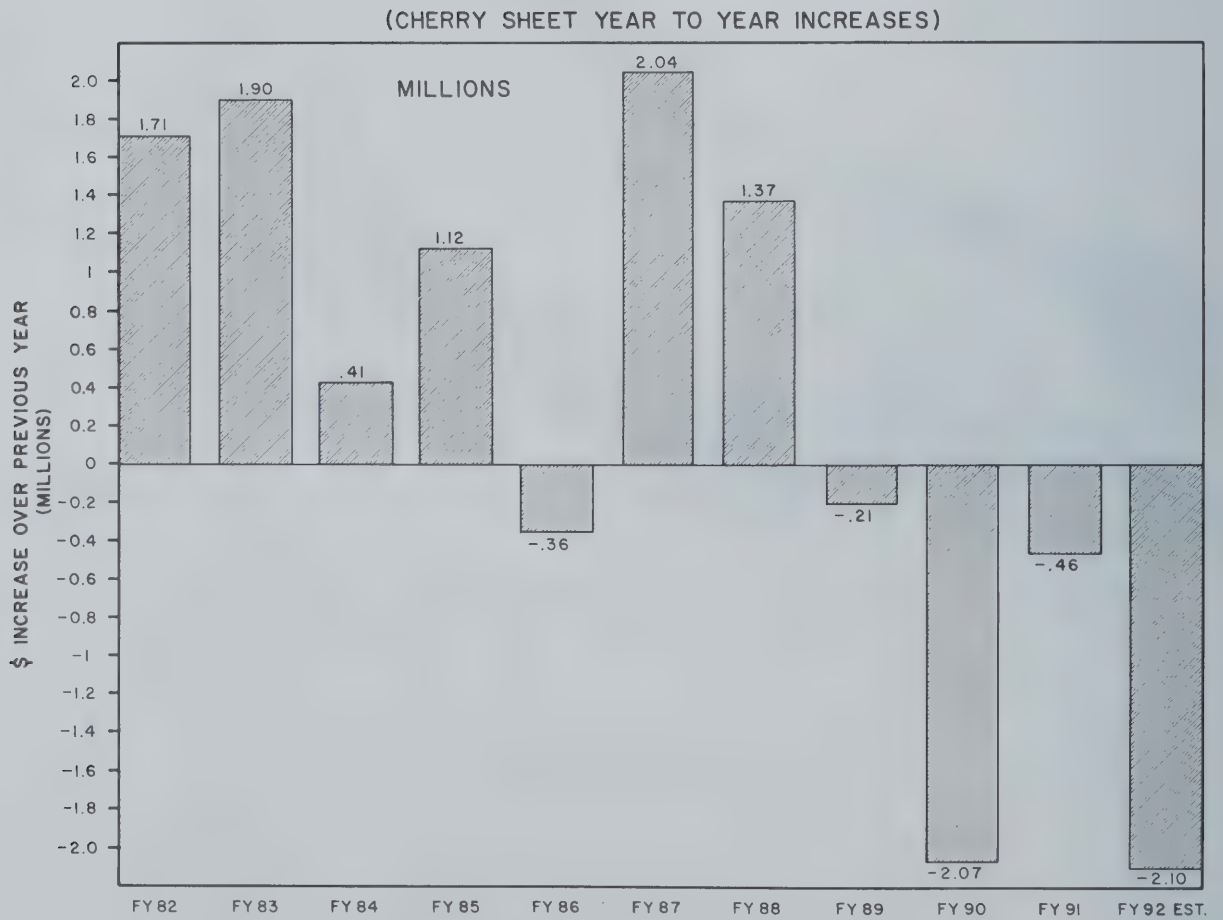


Figure 5—State Aid

TOWN AND SCHOOL PERSONNEL FY 75 TO FY 91

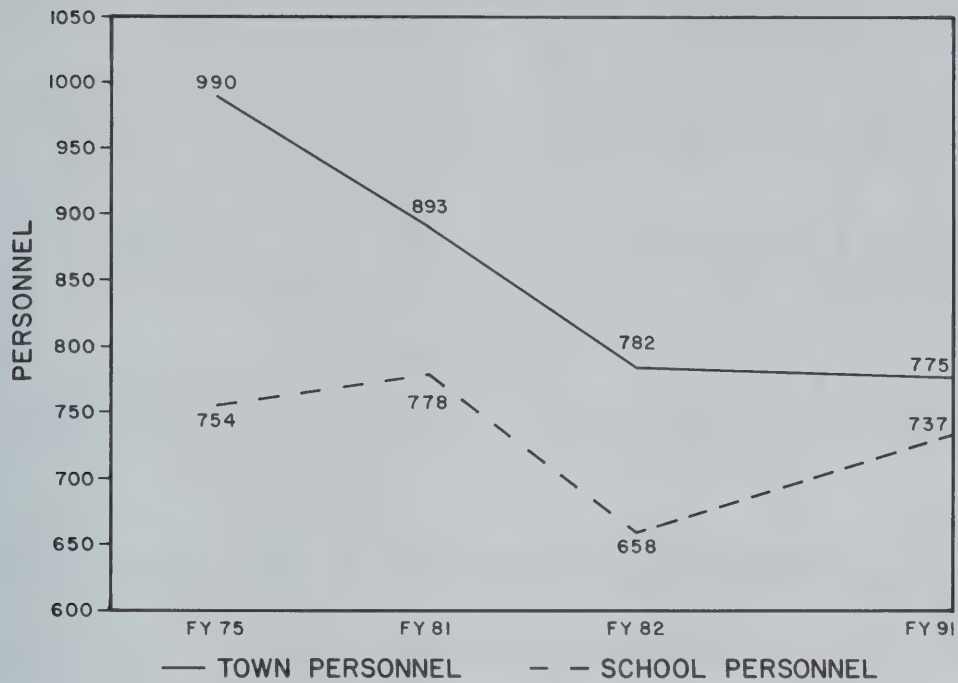


Figure 6—Town & School Personnel
FY75 to FY91

GROUP INSURANCE EXPENDITURES

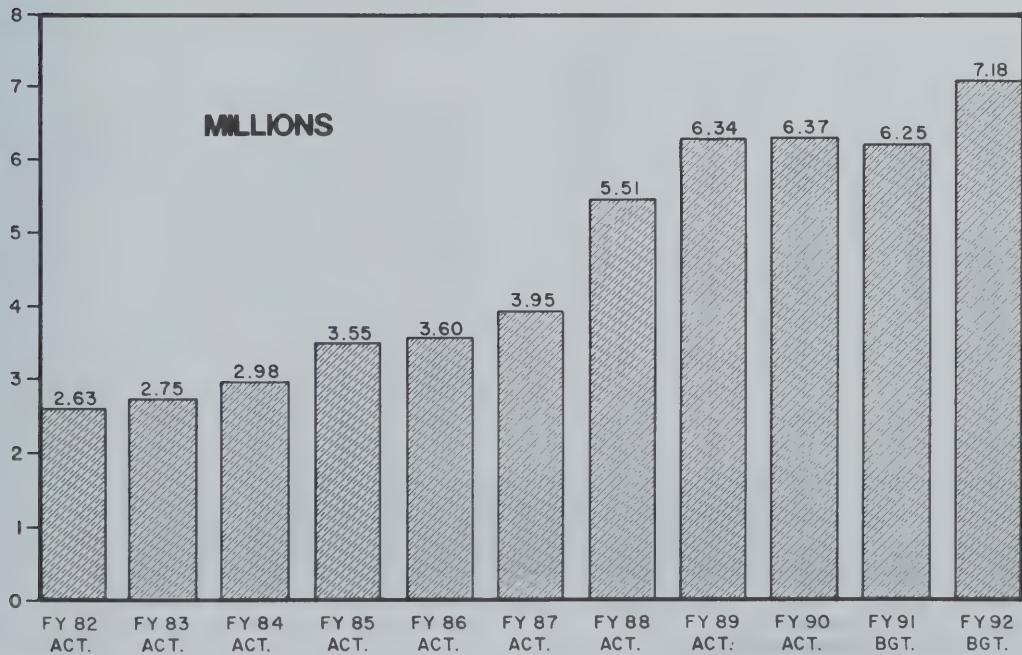


Figure 7—Group Insurance

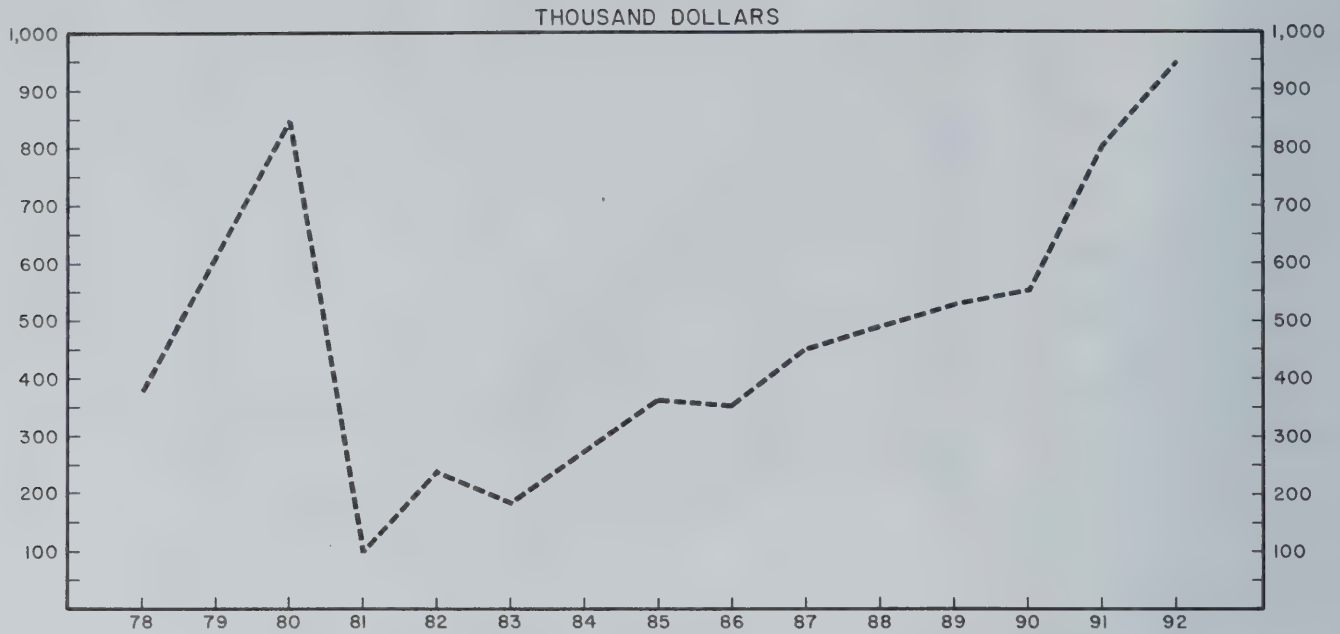


Figure 8—Workers' Compensation Costs

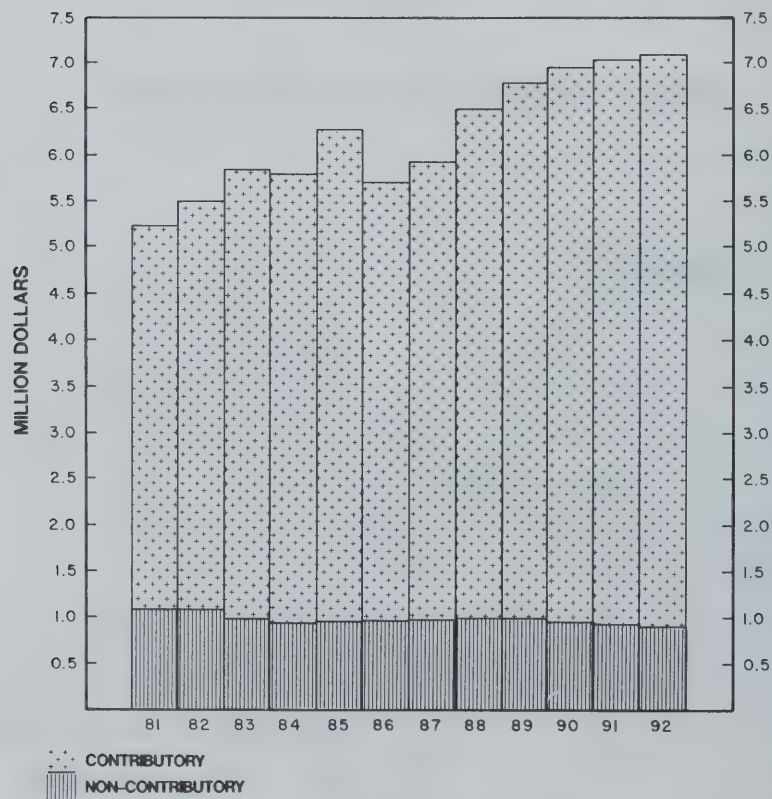


Figure 9—Pension System Costs

FY92 Financial Plan

The Town Administrator's financial plan presents the views of the chief financial officer of the town on all fiscal matters for the upcoming year, including: State, County, MWRA, MBTA, and other assessments; collective bargaining objectives; overlays; all operating and unclassified budgets; revenues from all sources; and capital expenditures. This comprehensive, detailed document is available at the Selectmen's Office and at the public libraries. The executive summary of the FY92 Financial Plan, which was transmitted to the Board of Selectmen and the Advisory Committee on February 14, 1991, is as follows:

"In recent years, when we have developed our financial projections, we have been looking at revenue shortfalls on the order of \$5-\$7 million. These projections are, of necessity, made several months before the start of the new fiscal year and change from month to month as events unfold and actions are taken, until we bring to the Annual Town Meeting in May a final, balanced version of the Financial Plan. Over the years we have been greatly aided in this balancing process by 1) considerable new growth in the tax base resulting from a boom in building construction and condominium conversions; 2) significant increases in state aid, particularly during the period FY82-FY88, reflecting a very strong and growing state economy; 3) the ability to raise our local fees and charges to recover the full cost of providing the service, together with the imposition of a refuse collection and disposal fee, and 4) one time revenue "windfalls", e.g., the freeing up of prior years' tax abatement reserve accounts, and the use of our group health claims reserve.

As we plan for FY92, the economic situation in Massachusetts and throughout the Northeast dictates that we can no longer conduct business as usual, particularly in the personnel area. We are all familiar with the recent sobering developments: huge revenue deficits at the state level; new housing starts at their lowest level since 1982; declining home values and sharp rise in the number of delinquent home-mortgage loans and foreclosures; small businesses failing—glut of retail and office space available at reduced rentals; banking industry a shambles; and massive layoffs—many Massachusetts residents now on unemployment compensation with little prospect of finding work. Further, it is not comforting to note that many economists believe that we are still fairly early in the recession and that signs of a more severe economic contraction are at hand.

Collective Bargaining

Customarily we are obliged to include in our annual financial projection the cost of funding collective bargaining agreements previously arrived at. That major item for salary adjustments and fringe benefits usually totals \$2.5-\$3.0 million. In setting financial guidelines for

FY92, the Town Administrator recommended and the Selectmen agreed that one of our primary goals would be to hold the line in this area. For the first time in several years all major collective bargaining agreements will expire at the same time, June 30, 1991, so the opportunity for a unified approach to bargaining is at hand. In addition to the general rationale advanced above, there are several specific and compelling reasons for following this course.

- Salary trends in private industry and in other communities where increases, if any, are minimal; the days of the 5% and 6% adjustments are over.
- Unlike the situation a few years ago, there is no difficulty in recruiting employees at the present time.
- Brookline's very competitive salary position due to generous settlements in the past. These are summarized on the following table, to which must be added another 1% - 2% per year to reflect the value of fringe benefits.

TOWN OF BROOKLINE % SALARY INCREASES 1975-1990

	Town Employees	Teachers
1975	8.0	8.0
1976	4.8 to 5.5	1.0 + 4.0
1977	5.0	3.0
1978	5.0	5.0 + 2.0
1979	7.0	5.0
1980	6.0	5.25
1981	6.5 + 2.5	5.0
1982	6.5	7.0
1983	5.9	5.0 + 2.0
1984	5.5	6.0
1985	5.5	5.5
1986	5.0	5.5
1987	5.5	5.5
1988	5.0	4.0 + 2.74
1989	5.0	4.0 + 3.0
1990	5.0	4.0 + 3.0

- The need to avoid the customary trade-off of collective bargaining vs. capital projects which has resulted in a substantial backlog of much needed improvements.
- The consequences for town services of not moving in this direction. In addition to the crippling impact on our capital budget, scores of jobs—which translate into services—are at stake. This is readily apparent when you consider that the FY91 operating budget, excluding Massachusetts Water Resources Authority

charges, is comprised 80% of personal services. If we opted to continue the 5% pattern of salary adjustments, we would have to cut dozens of positions, town and school. A glance at the following table of Town/School positions leaves no doubt as to where these personnel and service reductions would have to be made:

NUMBER OF TOWN/SCHOOL POSITIONS FY-91

DEPARTMENT	NUMBER OF POSITIONS	% OF TOWN TOTAL	% OF GRAND TOTAL
Public Works	214	27.61%	14.15%
Police	160	20.65%	10.58%
Fire	198	25.55%	13.10%
Library	49	6.32%	3.24%
Recreation	21	2.71%	1.39%
Building	16	2.06%	1.06%
Health	15	1.94%	0.99%
Rent Control	15	1.94%	0.99%
Other (18 depts.)	87	11.23%	5.75%
Town Total	775	100.00%	51.26%
School Department	737		48.74%
Grand Total	1,512		100.00%

We concluded that decimating town services and the capital improvements program is not an acceptable alternative to holding the line in the collective bargaining area. Accordingly, the Selectmen have determined that any funding for collective bargaining will be tied to the receipt of additional state aid sufficient to eliminate the projected FY92 deficit. In order to offset the deficit of \$3,258,479, without provision for collective bargaining, and to present a balanced FY92 Financial Plan, it was recognized that a multi-faceted approach, with creative management solutions, would be necessary.

Again this year, the Selectmen and the School Committee agreed to share in the FY92 revenue deficit according to the following terms:

1. After subtracting agreed-upon fixed cost increases, the deficit shall be split between the town and the schools so that the town will absorb 2/3 of the deficit and the schools 1/3.
2. Any additional town revenues will go to offset the deficit and cannot be used to offset the activities of any town department.
3. Through frequent, regular, open communication between the Board of Selectmen and the School Committee, and their respective staffs, both parties will update each other as the

budgets develop and as estimated revenues and expenses change. This open communication will include decision-making on CIP priorities and funding.

4. In the unlikely event of a surplus, after elimination of the deficit all additional revenues will be split 50-50 between town and schools.

Offsetting the Revenue Deficit

• Revenues

A concerted effort has been made over the past few months to partially offset the decline in new growth and our "flat" revenue position generally by improving our free cash position and adding insofar as possible to our local receipts and other available funds. With regard to free cash, our earlier projection had carried this item at \$2 million. At that time outstanding real estate taxes for FY89 and FY90 totalled \$1,563,000. We recognized that these uncollected real estate taxes represented the largest single revenue source that could enhance our free cash position and thereby offset a substantial portion of the projected FY92 revenue deficit. We instituted a crash program, with personnel dedicated to this project on a full-time basis, funded by a modest reserve fund transfer of \$3,600 which had been approved by the Selectmen and the Advisory Committee. This expenditure has been extremely cost-effective and I am pleased to report that our free cash balance when updated as of March 31, 1991, should be at least \$2.7 million.

The charge for residential solid waste collection and disposal service went into effect in FY89. It was set at \$150 per dwelling unit per year and was intended to recover approximately 75% of the actual cost of the service. Despite increased costs each year, the fee has been held at \$150, the percentage of cost recovered dropping down to 62% in FY91. I am recommending a fee increase to \$175 for FY92 which, if approved, will generate an additional \$275,000 and result in the recovery of approximately 69% of the cost of the service. The additional funds are the equivalent of 12 laborer positions in the Department of Public Works.

While receipts from most of our fees and charges have stabilized over the past few years, income from parking meters continues to improve appreciably. It rose to \$787,864 in 1989 and totalled \$1,165,810 in FY90. The installation of meters in the offstreet parking lots and other areas of town, along with the conversion of many meters to require quarters, has been largely responsible for the substantial increase. I have worked closely with the Chairman of the Transportation Board, Transportation Director, and Chief of Police in developing a program of meter installations for FY92 which would generate an additional \$200,000.

• Fixed Costs

One of our major fixed costs, group health insurance, has escalated at an average rate of about 15% per year and in FY91 required an appropriation of \$6,200,000. For many years employees enrolled in Blue Cross/Blue Shield have been making a 25% contribution towards their health care program while employees enrolled in HMOs now make a 10% contribution. In the interest of equity and in order to effect a substantial savings, we are currently negotiating with the various employee bargaining units with a view to having all enrollees at the 25% level effective July 1, 1991. Many municipalities and private businesses are pursuing this course as, like Brookline, a majority of their employees are members of HMOs.

Adoption of this policy will still result in HMO members paying less than those in BC/BS, e.g., on a monthly basis a BC/BS enrollee with family coverage would pay \$132.50; a member of the Harvard Community Health Plan would pay \$111.47. The savings that we will achieve if the proposal is implemented is estimated at almost \$700,000. Along with additional free cash, this item is a major component in our program to offset the FY92 revenue deficit.

In December we were notified by the Division of Public Employee Retirement Administration (PERA) that the town's pension appropriation requirement for FY92 would be \$6,555,130, an increase of \$374,446. As this figure was considerably higher than earlier projections, we submitted our pension experience for the past five years and to date in FY91, as well as an updated schedule of actual COLA payments (offsetting cost of living reimbursements from the State), and demographic data generally. I am pleased to advise that based on the revised COLA figures and the lower than anticipated pension payments thus far in FY91, PERA determined that the appropriation for the retirement system could be set at \$6,195,169, a reduction of \$359,961.

These positive developments in the area of revenue enhancement and fixed costs reduced our deficit to \$1,284,460 as we began to make operating budget reductions. On the basis of a 2/3-1/3 split, the town's share is \$856,307 and the school's share is \$428,153.

• Operating Budgets

The Selectmen's guidelines to the Town Administrator provided that "any budget reductions that are necessary shall be made so as to produce the least amount of service disruption. The Board continues to recognize public safety and education as the town's highest priority." A factor which had to be borne in mind was the amount of revenue generated by certain town departments which bring in almost 50% of the town's budget. We had to be careful to effect reductions which would not hamper these departments from a revenue standpoint. It was recognized early on that even the top

priority departments—police, fire and schools—would have to share in the budget cut-backs.

The police department is scheduled to lose four patrol officers, and all capital equipment, with the exception of seven patrol cars, one motorcycle, cable for the police radio system, and a coin counting/sorting machine, has been eliminated; eight firefighter positions have been removed from that department's personnel complement which may necessitate removing one piece of apparatus from service. The school department's 1/3 share of the revenue deficit has been met through consolidations and efficiencies, including high school contract cleaning, which will result in a savings of \$207,800, a reduction of \$176,000 in supplies, equipment, and staff development, and the discontinuance of two part-time staff development leaders who had been funded at \$44,348; the public works department has lost eight permanent full-time positions and two seasonal laborer positions. Other discretionary cuts had to be made in the budgets of the public library which will have two fewer professional librarians and \$5,502 less for books; the recreation department, which will operate without one recreation leader and a part-time clerk; the health department, which will no longer offer a dental screening program for approximately 750 pupils in the public schools, and will lose a part-time senior clerk-typist; and the Council on Aging, which will be without a community aide at Sussman House. In view of the sizable budget reductions in the human services area over the past few years, every effort was made to impact these departments modestly. There should be no more than fifteen layoffs in all town departments including schools.

State Aid

The operating budget reductions summarized in the preceding section are based on level funded state aid for FY92. That premise seemed reasonable when we developed our guidelines, as the election returns on November 6, 1990 had been particularly gratifying. Question 5, which provided that a fixed percentage (40%) of the sales tax, income tax and corporate income tax be allocated to the Local Aid Fund, garnered 57% of the vote and therefore was by far the most popular of the contested ballot questions. The combination of a Yes vote on Question 5 and a No vote on Question 3 demonstrated an exceedingly well-informed electorate which said quite clearly that they did not want the chaos and uncertainty of Question 3 but would want to set at least one priority, local revenue sharing, in the state budget. However, despite the margin of victory and despite the crystal clear message the voters sent to our state government, Governor Weld, in his recently released budget plan, has included local aid reductions totalling \$270.6 million. This proposal, if approved by the Legislature, would bring the total of local aid reductions since 1988 to \$605 million, a 23% decrease. Brookline

has already sustained a \$2.5 million reduction in local aid since FY89.

The Governor's recommended local aid cuts are in total contradiction to his earlier pledge not to cut local aid and to last fall's statewide referendum. His plan includes vague initiatives to offset this cut, resulting in a net reduction of \$75 million. The initiatives include uncapping lottery distributions, easing or reforming mandates in the areas of special education, workers' compensation, pension laws and health insurance. Little or no details have been made available on how the savings could be achieved. Most of these initiatives, while helpful in the long run, will be of little benefit in FY92. They will also have to be approved by the Legislature, which is far from a certainty.

If the \$270.6 million in Chapter 70 School Aid and Additional Assistance reductions are made across the board on a pro-rata basis, Brookline will stand to lose approximately \$1.2 million. However, the Governor has already indicated that his staff is working on a new distribution formula which would minimize the impact of the reduction on about 40 communities to the detriment and loss of about 310. Based on our experience in 1989 when a per capita formula was utilized in allocating local aid cuts, this could mean a reduction for Brookline of approximately \$2.4 million. At either level, such a massive local aid cut would devastate our municipal services. The following is an accurate statement of required operating budget reductions if we should lose an additional \$1.2 million in local aid:

1. Police Department—eight Patrol Officer positions; the department would not be able to provide patrol coverage in accordance with the Chief's minimum manning program; public safety would be severely jeopardized.
2. Fire Department—one fire company comprising 1 captain, 3 lieutenants and 10 firefighters. In the Chief's opinion, deactivating a fire company could leave a section of town without the necessary fire companies to respond to an emergency incident. It might affect our response time with respect to medical emergencies.
3. School Department—the loss of educational programs and several teaching positions at the high school and in the elementary schools; additional reductions in supplies, equipment, staff development and curriculum supervision.
4. Public Works—the loss of eleven permanent and ten seasonal positions in all public works divisions. Park maintenance schedules for grass cutting, ball diamond preparation and grooming, field lining and marking, playground equipment maintenance, and weeding and flower

beds maintenance, would be substantially affected; the highway division, which has lost thirty-nine permanent positions since 1980, would be forced to curtail street cleaning, motor equipment maintenance, and snow plowing activities; the number of forestry crews would be reduced and the annual budget for street tree replacement would be eliminated.

5. Public Library—closing of the Putterham Library which provides extensive services to the South Brookline community. This facility's clientele make more than 55,000 visits annually to the library and borrow almost 80,000 books and magazines. 250 children attend pre-school story hour programs and many Baker School students use the branch to study and do their homework after school and on Saturdays. The community room is used as a polling place for all elections and is handicapped accessible. Three professional librarian positions and one custodial position would be lost.
6. Recreation Department—Closing of the Nursery/Day Care Center at the Lynch recreation facility will displace thirty-nine youngsters; a substantial revenue loss will also be sustained.
7. Health Department—The Child Health Clinic, which now services 150 high-risk children, many from single parent families, will be eliminated, thereby ending the department's outreach efforts to enroll additional children presently lacking basic health care. The program of inspecting day care facilities as a pre-requisite for licensing will also be terminated.
8. Council on Aging—The loss of a part-time counselor will impact services to almost one hundred "at risk" cases, most of them over eighty years of age. The position of community aide at the Pierce School will be eliminated, which will have an effect on drop-in educational services and group activities in the Village area.

This level of service decimation would mean the loss of over fifty permanent full-time positions with approximately forty lay-offs. A reduction of \$2.4 million in local aid would double these personnel numbers.

We are currently advising our Legislators of the potential effect of the Governor's proposal and asking them to vigorously oppose the local aid reduction. On a broader front, for the second consecutive year Brookline will lead the fight to preserve local aid, recognizing that communities across the Commonwealth must be organized in this effort. We have invited the chief executives of 292 cities and towns to a meeting at Town Hall on

February 28 in order to discuss strategy and goals. We will marshal our forces during the coming weeks to assure that the Governor's proposal does not get implemented by the Legislature.

Capital Improvements Program

The first several years of Proposition 2 1/2 were difficult years financially and resulted in a moratorium on capital projects. The results of this moratorium were a decline in debt service and the building up of a huge backlog of essential improvements. Since FY85, however, the town has made a concerted effort to allocate a portion of its limited resources to fund urgent capital projects. The total outstanding debt has risen by approximately \$10 million since FY85 and now stands at \$18.3 million. Debt service has increased from a low of \$2.6 million to \$3.8 million in FY92. Projects recently

authorized for bonding, including the Lincoln School, total \$18.6 million. When the bonds are issued, our total outstanding debt will be just under \$37 million.

Some of the other major projects recently approved for bonding include the high school science labs (\$4,070,000), Pierce School waterproofing (\$3,235,000); high school roof (\$420,000); cleaning and relining water mains (\$4,800,000); Clark Playground (\$300,000); pool dehumidification (\$260,000); and parking meters (\$295,000). It should be noted that the debt service associated with the Lincoln School was voted to be excluded from the town's tax levy limit under Proposition 2 1/2.

The Selectmen's financial guidelines directed the Town Administrator to assign the capital improvements program a top priority for FY92, with a view to allocating an appropriate percentage of our total budget to capital projects. In this regard, the trend since FY75 is depicted on the following table:

CIP APPROPRIATIONS AS A PERCENTAGE OF TOTAL APPROPRIATIONS

	<u>FY91</u>	<u>% OF APPROP</u>	<u>FY90</u>	<u>% OF APPROP</u>	<u>FY89</u>	<u>% OF APPROP</u>
Total Appropriations	\$94,654,603		\$90,980,152		\$85,174,540	
Tax Financed	\$746,500	0.80%	\$529,000	0.58%	\$257,273	0.30%
Chapter 90	\$236,104	0.25%	\$236,104	0.26%	\$116,107	0.14%
Debt Service	\$4,131,608	4.45%	\$3,305,024	3.63%	\$3,067,455	3.60%
Total CIP	\$5,114,212	5.50%	\$4,070,128	4.47%	\$3,440,835	4.04%

	<u>FY88</u>	<u>% OF APPROP</u>	<u>FY87</u>	<u>% OF APPROP</u>	<u>FY86</u>	<u>% OF APPROP</u>
Total Appropriations	\$79,884,852		\$73,639,655		\$67,018,844	
Tax Financed	\$1,064,500	1.33%	\$960,000	1.30%	\$409,000	0.61%
Chapter 90	\$114,000	0.14%	\$106,649	0.14%	\$106,221	0.16%
Debt Service	\$2,652,994	3.32%	\$2,778,307	3.77%	\$2,883,177	4.30%
Total CIP	\$3,831,494	4.80%	\$3,844,956	5.22%	\$3,398,398	5.07%

	<u>FY81</u>	<u>% OF APPROP</u>	<u>FY79</u>	<u>% OF APPROP</u>	<u>FY75</u>	<u>% OF APPROP</u>
Total Appropriations	\$53,763,138		\$49,910,077		\$41,318,486	
Tax Financed	\$432,553	0.80%	\$980,172	1.96%	\$352,000	0.85%
Chapter 90	\$101,632	0.19%	\$38,876	0.08%	\$111,589	0.27%
Debt Service	\$3,158,267	5.87%	\$2,991,475	5.99%	\$2,745,000	6.64%
Total CIP	\$3,692,452	6.87%	\$4,010,523	8.04%	\$3,208,589	7.77%

The methods of financing our capital improvements program between FY86 and FY91 are indicated below:

BOND AND TAX REVENUE FINANCED CIP FY86-FY91					
FISCAL YEAR	TAX FINANCED	CHAPTER 90	SUBTOTAL	BOND FINANCED	TOTAL CIP
FY91	\$746,500	\$236,104	\$982,604	\$6,010,000	\$6,992,604
FY90	\$529,000	\$236,104	\$765,104	\$895,000	\$1,660,104
FY89	\$257,273	\$116,107	\$373,380	\$4,271,000	\$4,644,380
FY88	\$1,064,500	\$114,000	\$1,178,500	\$5,040,000	\$6,218,500
FY87	\$960,000	\$106,649	\$1,066,649	\$7,425,000	\$8,491,649
FY86	\$409,000	\$106,221	\$515,221	\$2,625,000	\$3,140,221

In developing the program for FY92 and subsequent years, we are dedicated to striking a better balance between debt-financed and tax-financed capital improvements, with emphasis on significantly increasing annual tax-financed projects. Our goal over the next few years will be to reach the \$2.5 million level at which point, with \$4.5 million allocated to debt service, we will be devoting approximately 6.85% of our total appropria-

tions to the capital improvements program, a level not achieved since before Proposition 2 1/2.

The following FY92 capital improvements program strikes a good balance among the various town agencies and between tax financed and bonded projects. It meets the goals in the Board's guidelines which emphasized health and safety, energy conservation, compliance with legal mandates, and revenue generation:

**FY92 CAPITAL IMPROVEMENTS PROGRAM
(THOUSANDS)**

<u>Project</u>	<u>Tax Levy</u>	<u>Bonding</u>	<u>User Charge</u>	<u>Grant</u>	<u>Total</u>
Town Hall Elevators	\$100				\$100
Fuel Tank Replacement	\$50				\$50
29 Avon St. Roof	\$10				\$10
9 Newton St. Renovations	\$20				\$20
Main Library Roof Terrace, & Windows		\$415			\$415
Public Safety Comm. & Facilities	\$75				\$75
Fire Station Renovations	\$260				\$260
Fire Engine Refurbishment	\$33				\$33
Handicapped Access				\$25 CD	\$25
Street Rehab—State				\$236	\$236
Street Rehab—Town	\$200				\$200
Parking Meters	\$100				\$100
Signal Safety Upgrade	\$40				\$40
Water Backflow Valves			\$50		\$50
Sewer Rehab			\$200		\$200
Brook St. Playground				\$180 CD	\$180
Robinson Playground				\$135 CD	\$135
Warren Field		\$430		\$100	\$530
Murphy Playground				\$10 CD	\$10
Driscoll Playground	\$20				\$20
Griggs Park	\$10				\$10
Tree Removal & Replacement	\$80			\$10 CD	\$90
Olmsted/Riverway				\$600	\$600
Lynch Rec Center Windows	\$50				\$50
Warren Rec Center Renovations		\$325			\$325
Golf Course			\$66		\$66
Skating Rink Building Renov.	\$50				\$50
School Boilers		\$1,150			\$1,150
Driscoll Gym Renovations		\$400			\$400
High School Windows	\$115				\$115
TOTAL	\$1,213	\$2,720	\$316	\$1,296	\$5,545

The six-year CIP provides \$12,564,000 in projects to be funded on the tax levy and \$21,939,000 in projects to be bonded. This is in addition to water and sewer projects totalling \$17,700,000 which would be funded through user charges and projects that are financed through CDBG, other federal or state grants, and enterprise funds—\$7,017,000. The total of the six year program is \$59,220,000. Among the major capital projects proposed during the period are fire station renovations, high school improvements, the highway garage, and police headquarters expansion and renovations.

Long-Term Outlook

As part of this comprehensive Financial Plan, we have attempted to look ahead and estimate our revenues and expenditures over the next five years. These

projections will, of course, have to be modified as events unfold, but we think they are reasonable for fiscal planning purposes. On the revenue side, we anticipate the following developments:

- Revenues are expected to increase between \$1.8 and \$2.8 million or approximately 2.4% each year.
- New growth on the tax levy resulting from building and condominium conversions is expected to remain stable and amount to approximately \$500,000 per year.
- State Aid is expected to remain level over the next several years at the FY92 estimated amount of \$10,277,936.

- Local receipts are expected to increase about \$500,000 or 2% annually.
- Free Cash is expected to decrease from the FY92 estimated amount of \$2.7 million to \$2.0 million in FY93 and remain at that level thereafter.
- Other available funds are expected to remain level over the next several years at the FY92 estimated amount of \$2,056,392.

The expenditure estimates include the following factors:

- Group health insurance costs are increased an average of 12% each year starting with the FY92 base appropriation of \$7.1 million.
- Other personnel benefits including pensions, workers' compensation, unemployment compensation and medicare are increased 8% each year.
- Special and bilingual education costs are increased 10% each year consistent with the FY92 increase of \$466,275.
- Tax-financed capital improvements is increased \$716,500 to a total of \$1,699,104 in FY92, then shows increments of \$500,000 in FY93 and FY94 to reach the desired \$2.5 million level before tapering off to increases of about 5% in the last three years.

- The projected debt-financed CIP is increased by 5% each year after all bonds previously authorized and those recommended for FY92 have been issued.
- Non-appropriated expenses include state and county assessments, tax abatement overlay reserves, and court judgments. They are increased 2.5% each year.
- Collective bargaining, traditionally our largest annual fixed cost increase, shows no increase for FY92 and then 3% increases over the remainder of the period.
- Other fixed costs, e.g., solid waste disposal contract and revaluation expenses, are increased by 5% each year consistent with our past experience.

The cumulative total of our long-range revenue and expenditure estimates reflects a deficit of \$16,950,526. While we have been conservative in our revenue estimates, the prospect of a continuing substantial deficit position makes it imperative that we intensify our efforts to cope with what appears to be a long-term period of retrenchment. We can take advantage of the situation by pursuing several strategies—privatization, increasing productivity, finding new revenue sources, and reevaluating the need for services which have long been taken for granted. Clearly, the opportunity for improving organizational performance is the silver lining in the dark cloud of fiscal austerity."

LONG RANGE PROJECTION OF INCREMENTAL REVENUES AND EXPENDITURES

	FY92	FY93	FY94	FY95	FY96	FY97	CUMMULATIVE TOTAL
REVENUES							
Property Taxes- New Growth	\$450,000	\$450,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,900,000
Property Taxes- Base	\$1,641,812	\$1,637,881	\$1,690,078	\$1,744,830	\$1,800,951	\$1,858,475	\$10,374,026
State Aid	(\$666,524)	\$0	\$0	\$0	\$0	\$0	(\$666,524)
Local Receipts	\$1,111,531	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$3,611,531
Free Cash	(\$1,100,000)	(\$700,000)	\$0	\$0	\$0	\$0	(\$1,800,000)
Other Available Funds	\$440,532	\$0	\$0	\$0	\$0	\$0	\$440,532
Total Revenue	\$1,877,351	\$1,887,881	\$2,690,078	\$2,744,830	\$2,800,951	\$2,858,475	\$14,859,565
EXPENSES							
Group Health	\$900,000	\$852,000	\$954,240	\$1,068,749	\$1,196,999	\$1,340,638	\$6,312,626
Other Personnel Benefits	\$445,646	\$520,000	\$561,600	\$606,528	\$655,050	\$707,454	\$3,496,278
Special & Bi-Lingual Education	\$466,275	\$512,903	\$564,193	\$620,612	\$682,673	\$750,941	\$3,597,596
Tax- Financed CIP	\$716,500	\$500,000	\$500,000	\$100,000	\$110,000	\$115,500	\$2,042,000
Debt Service	(\$47,561)	\$500,000	\$250,000	\$262,500	\$275,625	\$289,406	\$1,529,970
Non- Appropriated Expenses	\$69,516	\$125,000	\$128,125	\$131,328	\$134,611	\$137,977	\$726,557
Collective Bargaining	\$0	\$1,800,000	\$1,890,000	\$1,984,500	\$2,083,725	\$2,187,911	\$9,946,136
Other Fixed Costs	\$611,435	\$642,007	\$674,107	\$707,812	\$743,203	\$780,363	\$4,158,928
Total Expenses	\$3,161,811	\$5,451,909	\$5,522,265	\$5,482,029	\$5,881,887	\$6,310,191	\$31,810,092
SURPLUS (DEFICIT)- DISCRETIONARY BUDGET REDUCTIONS	(\$1,284,460)	(\$3,564,028)	(\$2,832,187)	(\$2,737,199)	(\$3,080,936)	(\$3,451,716)	(\$16,950,526)

* Excludes water and sewer revenues and expenses and Lincoln School.

Public Relations—A Continuing Concern

The field of public relations covers the entire spectrum of public service—the image created in the public mind of the standard of service rendered by the community. Certainly, in this context, the general public image of Brookline's government has been quite good over the years, chiefly due to the level and superior quality of its municipal services, particularly in the areas of education, recreation, public safety, public works, libraries and public health. This is not to say that the other areas of endeavor have been relegated to a secondary position, but a substantial measure of the town's fiscal resources has been devoted to the foregoing activities.

We constantly attempt to improve our public relations, not only in terms of the information which appears in the public press and in the town's annual reports, but, more importantly, in the manner in which visitors and callers to the Town Hall are treated by department heads and their subordinates. The importance of public relations in the latter sense is continually stressed both at the periodic department head meetings convened by the Town Administrator and on a day-to-day basis as specific problems arise. This personalized form of public relations might well begin with the voice of the operator extending a friendly "Good Morning" to the citizens contacting the town offices; it might be reflected in the department head who patiently listens to an inquiry and makes a sincere effort to satisfy, within reason, each particular demand or request for service or information; it might be reflected in the courteous act of a police officer in admonishing a traffic violator.

Other aspects of community public relations are reflected in such things as the appearance of the town-owned vehicles which represent a considerable investment of taxpayers' money; the standard of maintenance of highways and sidewalks; the standard of snow removal and street cleaning; the manner in which the refuse collections are made; the effective work of the forces of the fire and police departments; the effort to get the highest production from both administrative and labor forces; the standard of maintenance of our parks and playgrounds; the extent to which every employee is informed with respect to every facet of his or her responsibility—getting to work on time and observing all of the rules and regulations. In short, it is the effort to get full value for every dollar expended.

From another standpoint, our public relations are enhanced by the citizen who observes the law such as the anti-litter bylaw and complies with the building and health codes and sanitary regulations; the citizen who offers time and effort to his or her community. Thus, as you can see, there are endless ways in which the image of the town can be reflected among the citizens. It has been this type and record of performance that has given Brookline its reputation for a well-run and orderly community.

The town has always been noted for its high degree of citizen participation, a community asset which is vital in the effort to maintain good government. We constantly receive constructive suggestions for improvements in many areas of municipal service. Such advice is most welcome and enables town officials to achieve their primary objective with respect to your local government: "there is a better way to do it—find it."

1989 Annual Town Report

The Selectmen and I were pleased to receive the "Outstanding Achievement" award of the Massachusetts Municipal Association for the excellence of Brookline's 1989 Town Report. The Annual Town Report Contest recognizes towns that best utilize the annual town report to communicate important information to citizens while contributing to their understanding and appreciation of local government. Judges based their decision on how well the reports presented comparative fiscal statistics, summarized the year's achievements, and showed evidence of local planning for the future. The judges also noted the attractiveness of the cover and layout, and broad reader appeal. Brookline received the First Place Award for communities with populations in excess of 20,000.

This award was particularly welcome in light of current fiscal constraints which have necessitated a substantial reduction in the cost of printing the report. Brookline has been a regular recipient of the Massachusetts Municipal Association's Town Report Award, a recognition that is largely due to the ability and efforts of the administrative staff and the department heads who appreciate the importance of improving communication and understanding between the town government and the citizenry.

TOWN MEETINGS

Highlights

1990 ANNUAL TOWN MEETING

May 22, 1990

Moderator Carl M. Sapers called to order the Annual Town Meeting on Tuesday, May 22, 1990 at 7:30 P.M. There were forty-nine articles contained in the Warrant of the Annual Town Meeting. The Meeting was dissolved at 11:45 P.M. on Tuesday, June 12, 1990.

SPECIAL TOWN MEETING

MAY 22, 1990

A two article Special Town Meeting was held at 7:45 P.M. and dissolved at 7:49 P.M. on Tuesday, May 29, 1990.

SPECIAL TOWN MEETING

JUNE 12, 1990

A one article Special Town Meeting was held at 7:49 P.M. and dissolved at 8:24 P.M. on Tuesday, June 12, 1990.

SPECIAL TOWN MEETING

OCTOBER 15, 1990

A thirty-three article Special Town Meeting was held on Monday, October 15, 1990 at 7:30 P.M. and dissolved at 10:25 P.M. on Wednesday, October 24, 1990.

SPECIAL TOWN MEETING

OCTOBER 15, 1990

A one article Special Town Meeting was held Monday, October 15, 1990 at 9:00 P.M. and dissolved on Thursday, October 18, 1990 at 9:10 P.M.

SPECIAL TOWN MEETING

OCTOBER 22, 1990

A one article Special Town Meeting was held at 8:30 P.M. and dissolved at 9:09 P.M. on Monday, October 22, 1990.

Summary of Actions Taken

ANNUAL TOWN MEETING MAY 22, 1990

ARTICLE 1. Measures of Wood and Bark, appointment of. It was passed by a Unanimous Vote that the number of measurers of Wood and Bark be two.

ARTICLE 2. Temporary Borrowing. It was passed by a Majority Vote to borrow money from time to time.

ARTICLE 3. Classification of Pay Plan amendments. Favorable Action was taken by a Majority Vote.

ARTICLE 4. Authorize the Town Treasurer to enter into compensating balance agreements. Favorable Action was taken by a Majority Vote.

ARTICLE 5. Special appropriations, closeout of unencumbered balances. No Action was taken under this Article.

ARTICLE 6. Authorize the Board of Selectmen to continue the solid waste collection and disposal fee. Favorable Action was taken by a Majority Vote.

ARTICLE 7. Annual Appropriation Article. Voted to adopt an operating budget of \$92,526,840 for Fiscal Year 1991.

ARTICLE 8. Appropriate \$260,000 for the replacement of boilers at Lawrence School. No Action was taken under this Article.

ARTICLE 9. Appropriate \$992,000 for plans and specifications for the construction of a new Lincoln School. No Action was taken under this Article.

ARTICLE 10. Appropriate \$37,000 for a leaf composting area. No Action was taken under this Article.

ARTICLE 11. Acceptance of M.G.L. Chapter 40, Section 39K, to establish an enterprise fund for Putterham Meadows Golf Course. Favorable Action was taken by a Majority Vote.

ARTICLE 12. Amendment to Town Bylaws Article VIII, Section 5—To increase certain fees of the Town Clerk's Office. Favorable Action was taken by a Majority Vote.

ARTICLE 13. Legislation to authorize the Selectmen to set the fees of the Town Clerk's Office. Favorable Action was taken, as amended by a Majority Vote.

ARTICLE 14. Amendment to Town Bylaws—Article XV—To increase certain fees of the Sealer of Weights and Measurers. Favorable Action was taken by a Majority Vote.

ARTICLE 15. Amendment to Town Bylaws Article XV—To authorize the Selectmen to set the fees of the Sealer of Weight and Measurers. Favorable Action was Passed by a Majority Vote.

ARTICLE 16. Legislation to authorize the Selectmen to set Park and Recreation fees. Favorable Action was taken, as amended by a Majority Vote.

ARTICLE 17. Legislation to amend Chapter 316 of the Acts of 1986 to authorize liens to be placed on tax

ills. It was voted that the Article be referred back to the Board of Selectmen for further study.

ARTICLE 18. Amendment to Zoning Bylaws Section 4.30—To allow self service gasoline stations by special permit. Favorable Action was taken by a Counted Vote of 100 In favor and 42 Opposed.

ARTICLE 19. Amendment to Town Bylaws—Article XIX, Section 37—To repeal the prohibition of self service stations. Favorable Action was taken by a Majority Vote.

ARTICLE 20. Amendment to Zoning Bylaws to rezone River Road area from I-1.0 G-1.0. With a two-thirds vote required, A motion of favorable action was Defeated by a Counted Vote of 110 in Favor and 91 Opposed with the subject matter to be further studied by the Selectmen and the Planning Board.

ARTICLE 21. Amendment to Zoning Bylaws Section 8.2—To strengthen rebuilding after catastrophe provisions of non-conforming industrial uses. With a two-thirds vote required, a motion of Favorable Action was Defeated by a Counted Vote of 110 in Favor and 91 Opposed with the subject matter to be further studied by the Selectmen and the Planning Board.

ARTICLE 22. Authorize the Selectmen to convey a parking easement. Favorable Action was taken as revised by the Counted Vote of 122 In Favor and 57 Opposed.

ARTICLE 23. Legislation to amend Town Administrator Act as to the appointment procedure for department heads and reorganizations of departments. Favorable Action was taken, as revised, by a Majority Vote.

ARTICLE 24. Amendment to Town Bylaws—Article IX—To establish an annual park improvement program and Park and Open Space Design Review Panel. Favorable Action was taken by a Majority Vote.

ARTICLE 25. Legislation to establish a Board of Parks, Recreation, and Natural Resources. A motion of Favorable Action was Defeated by a Counted Vote of 77 In Favor and 124 Opposed.

ARTICLE 26. Legislation to establish a separate Department of Parks, Recreation, and Natural Resources. No Action was taken under this Article.

ARTICLE 27. Legislation to amend the procedure for filling vacancies in Town Meeting Member positions. A Motion of Favorable Action was Defeated.

ARTICLE 28. Amendment to Rent Control Bylaws—Article XXXVIII, Section 14—To clarify the requirements for the annual listing of rent controlled properties. Favorable Action was taken, as amended by a Majority Vote.

ARTICLE 29. Amendment to Rent Control Bylaws—Article XXXIII, Section 3(b)(5)—To Exempt the property located at 30 Naples Road. Favorable Action was taken by a Majority Vote.

ARTICLE 30. Amendment to Rent Control Bylaws—Article XXXVIII, Section 9A—To revise the require-

ments for a removal permit. No Action was taken under this Article.

ARTICLE 31. Amendment to Rent Control Bylaws—Articles 38 and 39—To exempt certain buildings containing six or less units. No Action was taken under this Article.

ARTICLE 32. Amendment to Town Bylaws—Article XXVI—To prohibit restaurants from operating between the hours of 2:00 a.m. and 6:00 a.m. Favorable Action was taken, as amended, by a Majority Vote.

ARTICLE 33. Amendment to Town Bylaws—Article XIX, Section 38—To extend restriction on commercial deliveries to all zones. It was voted that the subject matter of this article be referred to the Board of Selectmen and reported back to the Fall Town Meeting by a Counted Vote of 105 In favor and 92 Opposed.

ARTICLE 34. Amendment to Town Bylaws—Article XIX, Section 38—To extend restrictions on commercial deliveries to all zones. No Action was taken under this Article.

ARTICLE 35. Amendment to Town Bylaws—Article IV, IV-A and IV-B—To make Bylaws consistent with requirements of Chapter 30B, the Uniform Procurement Act. Favorable Action was taken by a Majority Vote.

ARTICLE 36. Amendment to Town Bylaws—Article XI-B—To correct a statutory reference concerning the appointment of the Board of Appeals. Favorable Action was taken by a Majority Vote.

ARTICLE 37. Amendment to Town Bylaws to establish a Brookline Solid Waste Advisory Committee. It was voted that, the Board of Selectmen appoint a Solid Waste Advisory Committee by a Majority Vote.

ARTICLE 38. Amendment to Town Bylaws—Article XIX, Section 40—To establish a mandatory recycling program. Favorable Action was taken, as revised and amended, by a Majority Vote.

ARTICLE 39. Acceptance of M.G.L. Chapter 148, Section 26 I, which requires sprinklers in certain residential buildings. Favorable Action was taken by a Majority Vote.

ARTICLE 40. Acceptance of M.G.L. Chapter 148, Section 26G, which requires sprinklers in certain commercial buildings. Favorable Action was taken by a Majority Vote.

ARTICLE 41. Amendment to the Town Bylaws to regulate the sale and distribution of tobacco products. Favorable Action was taken, as amended, by a Majority Vote.

ARTICLE 42. Legislation to limit annual rate increases of the Massachusetts Water Resources Authority to no more than 2%. No Action was taken under this Article.

ARTICLE 43. Resolution on the distribution of the federal budget peace dividend. A Motion of Favorable Action was Defeated by a Counted Vote of 84 In Favor and 85 Opposed.

ARTICLE 44. Directive to the Selectmen on the disposition of the town-owned house at 55 Newton

Street. No Action was taken under this Article.

ARTICLE 45. Require full tuition payments from any and all non-residents attending Brookline Public Schools. No Action was taken under this Article.

ARTICLE 46. Require documentation of residency status for students attending Brookline Public Schools. No Action was taken under this Article.

ARTICLE 47. Resolution on the curriculum in Brookline Public Schools. No Action was taken under this Article.

ARTICLE 48. Pledge of allegiance to the Flag. A Motion of Favorable Action was Defeated by a Counted Vote of 83 In Favor and 92 Opposed.

ARTICLE 49. Reports of Town Officers and Committees. The reports of the Moderator's Committee on Recycling and Composting and the Committee on Town Organization and Structure on Police and Fire Functions were delivered.

SPECIAL TOWN MEETING MAY 22, 1990

ARTICLE 1. Revision of the FY 90 Budget. It was Voted to transfer \$200,000 from the FY 90 unallocated salary adjustment fund to the FY 90 reserve fund.

ARTICLE 2. Unpaid bills of prior fiscal years. No Action was taken under this Article.

SPECIAL TOWN MEETING JUNE 12, 1990

ARTICLE 1. Amendment to Town Bylaw—Article 38, Section 4 (f)—Regulates unit registration fee billing procedures for two-three family homes and condominiums. It was Voted to refer the subject matter to the Selectmen to be reported back to the Fall Town Meeting.

SPECIAL TOWN MEETING OCTOBER 15, 1990

ARTICLE 1. Amend and restate Article 38 and 39 on Rent Control Bylaws. Favorable Action was taken as revised and amended by a Roll Call Vote of 133 In Favor and 98 Opposed.

ARTICLE 2. Legislation authorizing linkage in connection with the granting of removal permits. Favorable Action was taken, as revised, by a Majority Vote.

ARTICLE 3. Existing tenants in hybrid buildings. No Action was taken under this Article.

ARTICLE 4. Means test for new tenants in rent controlled units. A Favorable Motion was Defeated by a Counted Vote of 85 In Favor and 118 Opposed.

ARTICLE 5. Penalties for illegal action by landlords against tenants. No Action was taken under this Article.

ARTICLE 6. Repeal Articles 38 and 39 of the Town Bylaws. No Action was taken under this Article.

ARTICLE 7. Resolution calling for a moratorium on rent control amendments until the Fall 1992 Town Meeting. A Favorable Motion was Defeated by a Counted Vote of 100 In Favor and 107 Opposed.

ARTICLE 8. Legislation to adjust levy limit for changes in assessed value related to removal of rent controls. Favorable Action was taken by a Majority Vote.

ARTICLE 9. Legislation to classify certain rental units as commercial property. A Favorable motion was Defeated.

ARTICLE 10. Accept legislation to increase property tax exemptions. Favorable Action was taken as revised, by a Majority Vote.

ARTICLE 11. Accept legislation to authorize quarterly tax bills. Favorable Action was taken by a Majority Vote.

ARTICLE 12. Establish a Citizens' study committee on taxation. Favorable Action as taken by a Counted Vote of 103 In favor and 92 Opposed.

ARTICLE 13. Collective Bargaining. Favorable Action was taken by a Majority Vote.

ARTICLE 14. Budget Revisions. Voted to adopt an operating budget of \$93,662,531 for Fiscal Year 1991.

ARTICLE 15. Appropriation for unpaid bills of a prior fiscal year. Favorable Action was taken under Article 14 Item 73.

ARTICLE 16. Appropriation of \$13,000,000 for the construction of a new Lincoln School. Favorable Action was taken under Article 14 Item 71 by a Roll Call Vote of 208 In Favor and 17 Opposed and 2 Abstaining.

ARTICLE 17. Appropriation of \$100,000 for a town-wide development opportunities survey and analysis. Favorable Action was taken as revised, under Article 14 Item 72.

ARTICLE 18. Study of housing profile and household income. No Action was taken under this Article.

ARTICLE 19. Appropriation of \$24,000 for a Devotion School warning light. Favorable Action was taken, as revised, under Article 14 Item 34A.

ARTICLE 20. Appropriation of \$15,000 for a feasibility study for Griggs Park. A Motion of Favorable Action was Defeated.

ARTICLE 21. Revise authorization for expenditure of sewer funds. Favorable Action was taken, as revised, by a Majority Vote.

ARTICLE 22. Approval of FY92 CDBG application. Favorable Action was taken by a Majority Vote.

ARTICLE 23. Zoning Amendment defining "family". A

Motion of Favorable Action was Defeated by a Counted Vote of 101 In Favor and 80 Opposed.

ARTICLE 24. Zoning amendment—Rebuilding historic structures. Favorable Action was taken by a Unanimous Vote.

ARTICLE 25. Amendment to Sign Bylaw on non-conforming signs. Favorable Action was taken by a Majority Vote.

ARTICLE 26. Bylaw amendment to restrict deliveries to commercial and institutional properties. Favorable Action was taken by a Unanimous Vote.

ARTICLE 27. Dedicate memorial squares to two Brookline Veterans. Favorable Action was taken by a Unanimous Vote.

ARTICLE 28. Authorize Selectmen to dedicate memorial squares. A Motion of Favorable Action was Defeated.

ARTICLE 29. Non-criminal disposition for recycling bylaw. Favorable Action was taken by a Majority Vote.

ARTICLE 30. Non-criminal disposition for tobacco vending machine bylaw. Favorable Action was taken by a Majority Vote.

ARTICLE 31. Resolution on federal budget peace dividend. A Favorable Motion was Defeated by a Counted Vote of 80 In Favor and 80 Opposed.

ARTICLE 32. Require implementation of fixed asset accounting system. No Action was taken under this Article.

ARTICLE 33. Reports of Town Officers and Committee. The Interim Report of the Capital Needs Committee was delivered.

SPECIAL TOWN MEETING OCTOBER 15, 1990

ARTICLE 1. Rent Control Bylaw—Amendment—Decontrols units in certain buildings containing six or less units. No Action was taken under this Article.

SPECIAL TOWN MEETING OCTOBER 22, 1990

ARTICLE 1. Legislation to authorize the Town to appropriate funds from its past service liability fund by the Town Meeting vote. A Motion of Favorable Action was Defeated.

1990 TOWN MEETING MEMBERS ATTENDANCE RECORD

Precinct	Name	Eligible to attend	Attended	Precinct	Name	Eligible to attend	Attended
03	Betsy F. Abrams	11	8	03	Murray Dewart	11	10
03	Robert T. Abrams	11	11	05	Betsy Dewitt	11	11
13	David Adelson	11	11	01	Gail A. Poster	11	6
03	Judith C. Alland	11	10	06	Carl Dreyfus	11	11
AL	Jeffrey P. Allen	11	11	05	Margaret Driscoll	11	11
01	Jane Kahn Alper	11	7	05	James P. Duggan	11	11
AL	Charles C. Ames	11	11	06	Hugh A. Dunlap, Jr	11	11
14	Kathleen L. Ames	11	11	15	John H. Eichhorn	11	7
14	Constance S. Austin	11	10	14	Walter E. Elcock	11	11
16	Carl E. Axelrod	11	9	09	Peter N. Elton	11	11
04	John J. Bain	11	11	12	Michael J. Farley	11	11
09	Eleanor J. Bart	11	10	04	Frank W. Farlow	11	11
09	Robert W. Basile	11	10	11	David A. Feingold	11	11
06	John Bassett	11	11	07	Marvin A. Feinman	11	11
08	Clara Batchelor	11	10	13	Jonathan S. Fine	11	11
05	Chris Beasley	11	11	16	Mary Firestone	11	11
13	Richard W. Benka	11	11	13	Janet B. Fitzgibbons	11	11
16	Michael Berger	11	11	05	Edward Flood	11	11
07	Tobe Berkovitz	11	10	02	Arlene Flowers	11	9
08	Leonard Bernstein	11	10	06	Daniel F. Ford	11	9
10	Patricia E. Bernstein	11	9	15	Albert M. Fortier, Jr	11	10
13	Sarah Blood	11	11	03	Joel Freilich	6	6
13	Phyllis S. Blotner	11	7	08	Isaac Fried	11	9
15	Burton Boyer	11	11	01	Joan J. Fried	11	8
15	Harrison P. Bridge	11	11	05	Edward N. Gadsby, Jr	11	11
13	Deborah G. Brooks	11	11	02	Carol Gelb	11	11
10	Roy Howard Brown	11	9	06	Dennis P. Geller	11	11
AL	John A. Businger	11	10	09	Joseph Geller	11	11
04	Isabella M. Callanan	11	11	16	Albert Gerte	11	11
11	Joseph P. Carey	11	11	11	Phyllis P. Giller	11	11
13	Stephanie G. Carona	11	11	16	Richard A. Gold	11	10
07	Arthur Casey	11	10	03	Peter Golden	11	11
16	Judith Catz	11	11	04	Ruth U. Golden	11	11
12	Kevin Cavanaugh	11	8	07	Leonard H. Golder	11	9
01	Cathleen C. Cavell	11	10	07	Steve Goldin	5	5
13	Dana A. Cetlin	11	10	10	Milton Goldman	11	6
16	Abbe Cohen	11	10	10	Claire G. Goldman	11	8
12	Lawrence B. Cohen	11	9	03	Ronald F. Goldman	11	11
12	Andrea R. Colby	11	11	10	Amy Goldsmith	11	10
05	David A. Coleman	11	11	08	David-Marc Goldstein	11	11
10	Marc L. Cooper	11	10	02	Rachel Goodman	11	11
05	William M. Corrigan	11	11	08	Rhoda S. Goodwin	11	9
12	Charlyne Costin	11	11	04	Naomi M. Gordon	11	11
12	William H. Costin	11	11	10	Doris Tichnor Grauman	11	9
14	Julia D. Cox	11	11	03	Daniel Greenberg	4	4
AL	Christopher J. Crowley	11	11	07	Eva M. Grubinger	11	10
07	Joan Crowley	11	11	16	Lawrence C. Grumer	11	10
09	Michael D. Cutler	11	7	01	Ferris M. Hall	11	10
08	George Dargo	11	9	14	John L. Hall	11	10
08	Lois Dargo	11	7	15	John M. Hall	11	6
12	Linda Dean	11	11	AL	Frances Halpern	11	11
AL	Luster T. Delany	11	10	04	Kevin Harrington	11	11

1990 TOWN MEETING MEMBERS ATTENDANCE RECORD

Precinct	Name	Eligible to attend	Attended	Precinct	Name	Eligible to attend	Attended
14	Jeffrey E. Harris	11	9	10	Lois J. Martin	11	11
05	Mary J. Harris	11	11	02	Judith E. Mason	11	7
11	Dorothea Hass	11	11	05	Hugh Mattison	11	11
14	Dorothy M. Heffernan	11	11	06	Robert J. McCain	11	10
08	Nancy S. Heller	11	11	14	Peter M. McDonald	11	11
05	James A. Hennessey, Jr	11	10	14	Joseph J. McMahon	11	11
16	Thomas P. Hennessey	11	10	14	Chou-Chou Merrill	11	11
05	Joan Hertzmark	11	11	AL	Michael W. Merrill	11	11
04	Sarah K. Heywood	11	11	04	Norman Miller	11	2
11	Isabella Hinds	11	9	11	Peter B. Miller	11	10
01	Edward P. Hofeller	11	9	14	Shaari S. Mittel	11	9
15	Mary R. Hunter	11	11	04	Daniel J. Moroney	11	0
06	Howard A. Husock	11	11	01	Stephen R. Morse	11	11
07	Susan Isbitsky	11	10	AL	Eleanor Myerson	11	6
08	Kenneth P. Jacobson	11	11	07	Louis I. Novakoff	11	11
10	Joyce Elaine James	11	10	05	Phyllis R. O'Leary	11	11
03	Jeannine F. Jenei	11	11	09	Sami Ann O'Reilly	11	11
09	Barr A. Jozwicki	11	11	09	J. Archer O'Reilly, III	11	10
09	Joyce Jozwicki	11	11	05	Andrew M. Olins	11	11
03	Steven N. Kadish	11	6	05	Scot Osterweil	11	11
04	Myrna Kahn	11	10	14	Patricia Ostrander	11	10
04	Robert Kahn	11	11	06	Evangeline M. Patey	11	10
13	Donna R. Kalikow	11	11	02	Edith G. Pearlman	11	11
01	Lois Hilfiker Kanter	11	10	13	Harold A. Peterson	11	11
07	Estelle Katz	11	11	15	Peter C. Pierce	11	11
10	Jamie W. Katz	11	9	09	Joan E. Pollack	11	11
07	Paul Katz	11	11	06	Joan E. Pollard	11	9
03	Pauline Ponnice Katz	11	11	01	Arnold H. Porter	11	11
12	Garabed Kayakachioian	11	11	08	Shirley Radlo	11	11
11	Stephen W. Kelley	11	11	15	Margaret S. Richardson	11	9
11	Rosemary Klein	11	11	11	Edward L. Richmond	11	10
16	Gerald P. Koocher	11	10	01	Michael Robbins	11	11
15	Harold J. Kosasky	11	6	04	Thomas C. Robinson	11	11
08	Elizabeth L. Koss	11	11	08	Yolanda M. Rodriguez	11	11
09	Karen Kruskal	11	11	02	Evelyn A. Roll	11	9
09	Allan Kupelnick	11	10	07	Bernice Rosenbaum	11	11
16	Kenneth V. Kurnos	11	11	09	Maria Rosenthal	11	11
16	Paul J. L'Italien	11	11	09	Martin R. Rosenthal	11	11
11	Tania R. Langerman	11	8	10	A. Joseph Ross	11	11
06	Virginia W. LaPlante	11	11	13	Peter F. Rousmaniere	11	8
15	Philip Leder	11	8	15	Deborah P. Rudman	11	11
12	Fred Levitan	5	5	15	Ab Sadeghi-Nejad	11	11
10	Mark Levy	11	11	AL	Carl M. Sapers	11	11
12	Patricia C. Libbey	11	10	12	Ronald S. Scharlack	11	10
01	Jonathan P. Lieff	11	11	10	David Scheff	11	11
14	Pamela Lodish	11	11	01	John A. Schemmer	11	11
02	Carolyn E. Lovit	11	11	06	William J. Schnoor	11	11
04	Ann M. Macauley	6	2	15	Merle F. Schreiber	11	8
11	Bradley MacDonald	11	11	12	Richard E. Schroeder	11	10
02	Joyce Lee Malcolm	11	11	02	Barbara C. Scotto	11	10
04	Charles W. Manning, Jr	11	11	11	Richard Segan	11	11
15	Alexandra Mark	11	11	13	Barbara M. Senecal	11	9

1990 TOWN MEETING MEMBERS ATTENDANCE RECORD

Precinct	Name	Eligible to attend	Attended	Precinct	Name	Eligible to attend	Attended
11	Frederick S. Sharff	11	7	07	Stuart A. Trautenberg	11	1
15	Francis G. Shaw	11	6	04	David M. Trietsch	11	10
03	Paul T. Sheils	11	11	09	Gerald M. Tuckman	11	10
11	Joel P. Shield	11	10	13	John R. VanScoyoc	11	11
06	Stanley Shulman	11	11	13	Claire R. Waldman	11	8
AL	Shirley Sidd	11	5	14	Gerard J. Walsh	11	9
16	Robert Silverman	11	11	03	Laura R. Walters	11	11
10	Robert K. Sloane	11	11	02	James J. Ward	11	11
08	Brenda J. Soyer	11	11	02	Dorothy M. Ward	11	11
08	Samuel Spiegel	11	10	11	Robert M. Wax	11	11
02	Stanley L. Spiegel	11	11	10	Sidney Weinberg	11	10
14	Shepard Spunt	11	11	16	Cheryl S. Weinstein	11	9
03	Aron Steinberg	11	3	03	Stephen Weiss	11	3
02	Meyer Stern	11	11	06	Karen Wenc	11	9
07	Cathy P. Stern	11	10	02	Russell T. Werby	11	9
01	Ronni Gordon Stillman	11	10	08	Florence Wilder	11	10
12	Sandra Stotsky	11	11	01	Susan H. Williams	11	11
16	Max Swartz	11	11	06	A. Christina Wolfe	11	11
12	Jill Thompson	11	10	12	Nancy C. Yetman	11	11
03	Myra Trachtenberg	11	10	06	Valerie L. Zimmer	11	11
02	Thomas Trainor	11	3	07	Seymour A. Ziskend	11	9

GENERAL GOVERNMENT

Town Clerk

On Tuesday, May 1, 1990 the Annual Town Election was held. 36.1% of the eligible registered voters participated in this election.

Town Meeting Members convened for the Annual Town Meeting at the High School Auditorium on Tuesday, May 22, 1990 at 7:30 PM. This meeting was adjourned to Wednesday, May 23, 1990, Monday, June 4, 1990, Tuesday, June 5, 1990, Monday, June 11, 1990 and dissolved Tuesday, June 12, 1990 at 11:45 PM to complete the business of the forty-nine Article Warrant.

Also, on Tuesday, May 22, 1990 a two article Special Town Meeting was held at 7:45 PM and was dissolved at 7:49 PM.

On Tuesday, June 12, 1990, a Special Town Meeting containing one Article was called for 7:30 PM and was dissolved at 8:24 PM that same evening in order to complete the business of the Warrant.

On Tuesday, September 18, 1990, the State Primary was held. 45.3% of the eligible registered voters participated in this election.

On Monday, October 15, 1990 a thirty-three article Special Town Meeting was called for 7:30 PM. This meeting was adjourned to Monday, October 22, 1990, Tuesday, October 23, 1990, and dissolved, Wednesday, October 24, 1990 at 10:25 PM in order to complete the business of the Warrant.

Also, on Monday, October 15, 1990 a one article Special Town Meeting was called for 9:00 PM and dissolved on Thursday, October 18, 1990, at 9:10 PM in order to complete the business of the Warrant.

On Monday, October 22, 1990 a one article Special Town Meeting was called for 8:30 PM and dissolved at 9:09 PM that same evening in order to complete the business of the Warrant.

On Tuesday, November 6, 1990 the State Election was held. 60.2% of the eligible registered voters participated in this election.

On Tuesday, December 4, 1990 a special Town Election was held. 22.2% of the eligible registered voters participated in this election.

REVENUE 1990

Conservation	\$407.40
Dog Licenses	\$10,350.00
Certified Copies	\$16,245.00
Marriage Certificates	\$8,295.00
Commercial Code Filings	\$6,965.00
Business Certificates	\$3,490.00
Gasoline Permits	\$1,550.00
Board of Appeals	\$6,800.00
Misc. Receipts	\$8,477.00
	\$62,579.40

CONSERVATION LICENSES 794

Fish and Game Licenses Issued	10,193.65
Paid to Commonwealth of Mass.	9,786.25
Paid to Treasurer	407.40

Registrars of Voters

There were four elections in 1990 and the Board of Registrars of Voters held eighty-nine Registration Sessions throughout the year. There were 39,752 registered voters eligible to vote in 1990.

The Town Census for 1990 was 60,470 an increase of 1,838 from 1989.

POLITICAL PARTIES

Registered Voters	39,752
Democrats	17,812
Republicans	4,414
Unenrolled	17,526

Town Counsel

Town Counsel's office, reorganized in 1989, is staffed with Town Counsel, Associate Town Counsel, Assistant Town Counsel, one Para-Legal/Manager, and a secretary.

The office provides the town and its various boards, departments, commissions and employees with all of those legal services necessary to protect its financial interests, minimize its liability and obligations in contract and tort claims and serve the people of the community. The professional staff handles all litigation, in both the federal and state court systems, and represents the town in matters before administrative agencies, both state and federal.

Brookline is a self-insurer. The town does not purchase insurance for its motor vehicles and the other functions and responsibilities associated with town government. Town Counsel's office handles all of the claims and litigation associated with the operation of the community at an overall cost that is many times less than the cost of such insurance, thereby making substantial sums available for other municipal programs, activities and departments. In addition, this office has successfully defended law suits involving constitutional challenges to town by-laws, appeals from decisions of the Board of Appeals in zoning matters, workers' compensation and special education cases, civil rights actions in both the state and federal courts and a great variety of personal injury and property damage cases.

Town Counsel's office also commences litigation for the town and, each year, recovers substantial sums for the benefit of the community. Litigation for the town also

includes actions to enforce town by-laws, foreclosures in the Land Court against tax delinquents, suits against state officials to recover local aid and other funding, civil service and retirement appeals and a variety of miscellaneous actions for the general welfare and public good.

Town Counsel represents the Board of Assessors in Appellate Tax Board appeals and the School Department in a variety of student related matters.

An important part of the department's work includes the drafting or review of contracts and other documents to insure that the town's interests are protected and litigation is avoided.

Town Counsel also assists citizens and those associated with Town Meeting in the preparation of articles, warrants, reports and votes. Town Counsel attends all Town Meetings in order to answer questions and to insure that legal questions and issues are properly resolved.

The accomplishments of the department have been outstanding because of the professional excellence and dedication of the staff. Associate Town Counsel, Sara Holmes Wilson, Assistant Town Counsel, George F. Driscoll, Jr., Para-Legal/Manager Fay Wilgoren, and Jennifer Dopazo, Secretary, provide the town with outstanding skills and service. Without their support and cooperation Town Counsel could not have met the demands and challenges of 1990.

In 1990, the department collected \$52,124.34 as restitution for damage to town property through the cooperative efforts of Police Investigator, Detective Arthur Harrington.

Purchasing Department

A new municipal contracts law, commonly referred to as the Uniform Procurement Act or Chapter 30B, was signed into law on January 10, 1990. The effective date for mandatory implementation of the law was May 1, 1990. Town By-Laws were amended at Annual Town Meeting in order to comply with the new requirements.

In general, Chapter 30B applies to all contracts for the procurement of supplies, equipment, services, or real property and for the disposal of supplies or real property. The new law specifies procedures to be used in bidding and awarding contracts. Procedures are detailed and vary for contracts of differing types and amounts. Because of the complexity of the law, the Purchasing Department provided training and reference materials to all departments having delegated procurement responsibility.

Fuel prices demonstrated market volatility for the second year in a row. Extraordinary price increases in 1989 were attributed to a long and severe cold spell during the month of December. Price increases in 1990

were due to Iraq's invasion of Kuwait, the subsequent embargo, war uncertainty, and destruction of significant oil production and refining facilities. The price for No.2 fuel was \$.55 per gallon on July 1, 1990 and peaked at \$1.12 per gallon on October 15, 1990. By December 31st, the price had dropped to \$.88 per gallon.

In addition to market increases, taxes became a factor in gasoline pricing during the year. Municipalities remain exempt from federal taxes but are subject to the tax imposed by the Commonwealth. The state tax on gasoline and diesel fuel increased on July 28, 1990 from \$.11 per gallon to \$.17 per gallon. It increased again on January 1, 1991 to \$.21 per gallon.

The tax increases will cost the town \$27,823 based on estimated annual requirements. The total estimated annual cost to the seven cities and towns in the fuel cooperative will be \$194,498.

The Purchasing Department coordinated the implementation of an office paper recycling program at Town Hall. Employees were introduced to the program through

a video and verbal presentation made on July 24, 1990. The program allows for the segregation and separate collection of computer paper and white office paper. Success of the program is attributed to the cooperation of each employee who separates the paper according to the defined grade and type and to the Building Department employees who collect and hold the two types of paper for collection by the contractor.

Bids for ambulance service resulted in a three year zero subsidy contract. Service is provided at the Advanced Life Support level and the town's Emergency Medical Services Operations Committee continues to meet whenever necessary to monitor service and coordinate EMS activities.

Six used Police cars were offered for sale through

advertised bidding rather than automatically trading them in at the values set by the Greater Boston Police Council contract. The value offered through the GBPC contract was \$4,800. The value received through the town's bid was \$13,050, a net savings of \$8,250. Cooperative bidding continues to be a focus for potential dollar savings. The Purchasing Department and the Town Librarian assumed responsibility for preparing the specifications, bidding, and awarding a contract for library books on behalf of a group of over 100 Massachusetts libraries. The total value of the contract is estimated to be over \$3.3 million dollars and assures that each participant obtains the best prices because of the group's combined purchasing power.

Personnel Board

Alexander Spaulding was appointed to the Board in April of 1990 to fill the vacancy created by the resignation of Barbara Pastan.

Stacey E. Minneman, B.S., R.N., was employed in July of 1990 as Occupational Health Nurse. Ms. Minneman, who has several years experience providing occupational health services to municipalities, will play key roles in the acquisition of able employees, in providing a healthy and safe work environment for all town employees, in assisting ill or injured employees to remain valuable members of the work force, and in helping to control workers' compensation costs.

One year labor contracts effective July 1, 1990 were concluded with Local 1358, AFSCME, the School Traffic Supervisors Association, the Brookline Engineering Division Associates, and the Staff Association of the Public Library of Brookline. The contracts all provided for 5% salary increases. In addition, the Library contract provided that the Library be open on Bunker Hill Day, with employees receiving the holiday on a "floating" basis.

Possible contracting out of street sweeping and catch basin cleaning was bargained on an impact basis with Local 1358. As a result, productivity improvements in these services as well as in snow plowing/sanding functions, were achieved which resulted in annual savings of \$25,500 and retention of the services on an in house basis.

The contract with the Brookline Police Association for the period July 1, 1988—June 30, 1991 contained a reopener on three issues for the third year of the contract: educational incentive pay, sick leave conservation incentives and fixed shifts. Negotiations were

conducted over a significant part of the year in good faith by both parties. Unfortunately, agreement could not be worked out on mutually acceptable terms. A mediator from the Joint Labor Management Committee entered the case at year's end and is assisting the parties as negotiations continue into the new year. It is clear from this example that the financial constraints imposed by the worsening fiscal plight of the Commonwealth and its cities and towns, including Brookline, are likely to make future bargaining more difficult and protracted.

Workers' compensation costs continued to escalate generally for employers in Massachusetts. This general trend did not bypass Brookline. It was clear early in the year that the projected budget would be inadequate. In an attempt to bring these costs under control, it was decided to contract with the firm of Buckler, Irvin & Graf, a long-time worker's compensation administrator, to lend its experience and expertise to this difficult problem. It is hoped that this approach will first reduce accidents that produce pain and suffering for employees, and secondly, that it will bring the escalating costs under better control.

Pleasant news was received in October of 1990 when it was learned that the Massachusetts Municipal Personnel Association, the state-wide association of municipal personnel officials and boards, singled out the Brookline Personnel Board for recognition for outstanding contribution to personnel management. This was the first occasion for the Association to recognize a Personnel Board. The Board appreciates this unexpected recognition from the Massachusetts public personnel officials and thanks them for it.

Information Services

The Information Services Department is charged with the responsibility of operating the town's computer facility and providing guidance and assistance in all aspects of systems, data processing and other management information services. The department has successfully completed a very busy and constructive year and the achievements were due to the competence, dedication and outstanding performance of the staff.

A major accomplishment of 1990 was the installation of the new online computer software package that provides the most advanced system for real estate and personal property tax administration, billing and tax accounting. It has a state of the art accounts receivable module that gives the Town Collector financial management capabilities not previously available. It is worth noting that the implementation project covered a period of seven months with the combined effort and cooperation of the Assessor's and the Treasurer's Departments. It is because of this outstanding support from the leadership and personnel of these departments that the project was completed on time and within budget. The tax bills will also have "Optical Character Recognition" (OCR) printing to allow automatic entry of tax payment data into the computer, resulting in faster processing and a significant improvement in accuracy.

Previously the town housed its Hewlett Packard computer in a facility at the High School and the IBM computer at the facility in the Town Hall. Plans were set

into motion to combine both at the Town Hall and the move took place in December. This consolidation will bring improvements in the management control of all aspects of the department with a noticeable improvement in service resulting.

The next major project to be undertaken will be the implementation of a payroll software system that was identified by the town as a part of the Computer Improvement System. This system is designed for municipalities to process payroll for all town departments and services as well as the school system. The current programs have reached the limit of their capabilities and are unable to react to the constant changes required by statute, labor agreements, and policy changes. Implementation work will begin in mid-1991 with conversion targeted for the first quarter of 1992.

Another effort worthy of praise was the support the department gave to the Rent Control projects that consisted of design, programming and production both by the personal computer manager and the mainframe staff; an outstanding job under difficult circumstances.

The successful computer services of the High School were extended to the Runkle elementary school as a first step toward providing computer support to all of the schools. The Police Department continued their high level of computer performance. Their acceptance and use of this resource are evidenced by the constant improvement in systems and management utilization.

Contributory Retirement System

The Brookline Contributory Retirement System is a defined benefit plan covering all Brookline employees deemed eligible by the Retirement Board, with the exception of School Department employees who serve in a teaching capacity. The pensions of such school employees are administered by the Massachusetts Teachers' Retirement Board. As of December 31, 1990, 1,160 employees of the town were active members of the system and 751 retired members or their beneficiaries were receiving benefits.

A three person Board of Retirement is responsible for ensuring that the system is operated in compliance with Massachusetts General Laws, Chapter 32. During 1990, Harvey J. Beth, the Town Comptroller was re-elected Chairman, retired firefighter Joseph P. Duffy continued to serve as the elected member and the third member, Samuel E. Shaw resigned effective December 1, 1990. The Board extends their appreciation to Mr. Shaw for his valuable and unique skills in dealing with retirement and investment issues, his sense of fairness and extreme integrity.

The Board members are required to meet at least once a month and record the proceedings of the meet-

ing. The Board must annually file a financial statement of the condition of the system with the Commissioner of Public Employee Retirement Administration who oversees the operation of the office and approves the Board's actions.

Membership in the plan is mandatory immediately upon the commencement of employment for all permanent, full-time employees. Active members contribute either 5%, 7%, or 8% of their gross regular compensation. Members who joined the system after January 1, 1979 must contribute an additional 2% for all regular compensation earned at a rate in excess of \$30,000. The percentage rate is keyed to the date upon which an employee's membership commences. These deductions are deposited in the Annuity Savings Fund and earn interest at a rate determined by the Commissioner of the Public Employee Retirement Administration according to statute.

Members become vested after ten years of creditable service. A superannuation retirement allowance may be received upon the completion of twenty years of service or upon reaching the age of 55 with ten years of service.

Twenty-eight employees retired during 1990, nine of whom took advantage of the early retirement incentive offered by the town in March. The system provides for retirement allowance benefits up to a maximum of 80% of a member's highest three year average annual rate of regular compensation. Benefit payments are based upon a member's age, length of creditable service, level of compensation and group classification.

Members who become permanently and totally disabled for further duty may be eligible to receive a disability retirement allowance. The amount of benefits to be received in such cases is dependent upon several

factors, i.e. whether or not the disability is work related, the member's age, years of creditable service, level of compensation, veterans status, and group classification. In 1990, one accidental disability retirement was granted.

The investment of the system's funds is the responsibility of the Board. According to the Annual Investment Report issued by the Division of Public Employee Retirement Administration in December, 1989, with 107 retirement boards reporting, Brookline ranked eighth with a return of 19.78%. The system purchased shares in the Pension Reserve Investment Trust Fund in 1989.

PUBLIC SAFETY

Police Department

In November of 1990, Chief George R. Simard announced his intent to retire as the Brookline Police Department's Chief after over a decade of leading the Department to new plateaus of accomplishment in innovative and creative law enforcement.

The Department, in this past decade, has entered into areas of computerization, dispatch, high tech fingerprint science, mobile data terminals, new weaponry and systems of training and utilization of personnel which were unheard of when Chief Simard took office in 1980.

The year 1990 brought into play, for the first time, the use of civilian call takers and clerical help in areas long attended by police officers only. This new development freed up, to some extent, the availability of officers for street duty, but was primarily brought about by budgetary constraints on the department in the past fiscal year and the anticipated impact of future limits due to the dire economic condition of the state.

Crime continues to rise in the nation and state at alarming rates of at, or near 25%. Brookline, however, noted an increase of 3.5% over 1989 with major reductions in the areas of breaking and entering, burglaries and drug-related arrests. Total calls to the department decreased by 6,500, down to 41,941 in 1990 from 47,463 in 1989.

The fact that the town is surrounded by the City of Boston on three sides and abuts at least two of it's highest violent crime areas says much for the efforts of this department, given the low street crime activity in Brookline.

Total arrests decreased by over three hundred this year from 1,768 in 1989 to 1,461 in 1990. It should be noted that in 1989, 491 arrests were the direct result of "Operation Rescue". Demonstrations this past year were about one half of the number recorded in 1989. This activity still impacts greatly on the department's resources both financially and in lost injury time to police officers.

Notable changes in statistics included 916 fewer alarm calls (the by-law's \$100.00 fine is catching on), and an increase in medical runs to a total 2,148, of which 872 resulted in hospital transportations. Assault and Battery on police officers nearly doubled this year from 23 to 41 in 1990. The totals for the department in most of these areas, are as follows:

Assaults	207
Rapes and Attempts	20
Robbery	136
Breaking/Entering	627
Motor Vehicle Theft	530
Suicides and Attempts	13
Sex Offenses	43

Medical Emergencies	2,148
Total Arrests	1,461
Total Protective Custody	189
Drug Charges	140
Assault and Battery	
- Police Officer	41
Alarms (Res. & Bus.)	5,893
Motor Vehicle Accidents	1,753
Shoplifting	329
Transportation to Hospital	872

The Traffic Program brought about a very high level of enforcement and visibility which diminishes criminal opportunity and results in increased revenues for the town.

In 1990, 27,089 moving violations resulted in \$398,334 and 185,000 parking tickets brought in \$2,603,048. Parking meters generated \$1,165,810 and the surcharge on towing brought in \$8,438.

The Traffic unit also conducted 4,818 hearings at police headquarters and resolved 1,521 cases through the mail. Over three thousand accidents were investigated including three fatal accident cases.

Additional income was realized because of Town Counsel Liaison, \$52,124; police detail surcharges, \$85,748; by-laws, \$2,860.; and miscellaneous fees and charges, \$129,173 for a total of \$4,445,538.

The Community Relations Division conducted six new Neighborhood Watch programs, revived ten former groups which had become inactive and concentrated heavily, this past year, on services to the elderly and senior citizens groups. These groups and agencies have a great impact on crime reduction especially in the areas of burglary and street crime which decreased dramatically. Over one hundred and fifty cases involving juveniles were handled by this unit, with many resolved through social agency and community service arrangements made by the Juvenile Officer and community agencies, including the Brookline Court Juvenile Probation Unit. The division is still very concerned by the number, thirty-one, of sexual assault, child neglect and other family crisis investigations which this unit and the Norfolk County District Attorney's office were actively engaged in during the year.

The department continues to be one of the few in the Commonwealth with a mandatory ongoing forty-eight hours of In-Service Training which includes First Aid First Responder, Cardiopulmonary Resuscitation, Criminal and Constitutional Law, Civil Rights, Sensitivity and Race Relations, Family Crises Intervention, Use of Force, Firearms, Community Relations and Arrest Procedures.

The Safety and Crime Prevention Officer made over

two hundred presentations to elementary school children throughout the school system on subjects ranging from personal and bicycle safety to latch key conditions and dealing with strangers. He also conducted sixty-two security surveys of private homes, apartments and commercial business wherein citizens were made aware of ways to prevent crime and avoid becoming victims of crime.

The Animal Control Unit issued two hundred and twelve citations to animal owners for a variety of violations related to animals, primarily dogs.

One of the proudest moments in the recent history of the department, came about this year, when as the result of a co-operative effort, the first classes com-

pleted and graduated from the DARE program in four of the schools.

Two outstanding and dedicated officers went into the schools and assumed the job of role model, teacher and friend to 270 sixth grade students through a highly successful nationwide program to teach and assist children in the area of Drug Abuse Resistance Education (DARE). The program was met with overwhelming acceptance by teachers, parents and the children themselves. It will continue throughout the school system and be enhanced and expanded as a positive working program for all the school children of Brookline.

DARE is a legacy of which Chief Simard and the Superintendent can be most proud.



Driscoll School DARE Graduation.

Fire Department

The Fire Department's functions and responsibilities are to provide fire protection and emergency services, including incidents involving hazardous materials, water rescue and other emergencies requiring trained rescue personnel and equipment. In addition to the primary duty of preventing and fighting fires, the department also functions as the emergency medical delivery system. All fire companies are staffed by certified Emergency Medical Technicians who respond to all emergency medical calls. To deliver these services, programs for fire prevention, firefighting and training are constantly developed and implemented. The department maintains a townwide emergency alert system and dispatch center.

The department hosted its First Annual Open House during National Fire Prevention Week in October. This program which was held at the Brookline Fire Department Training Academy at 962 Hammond Street, gave the several hundred citizens in attendance the opportunity to see up close the firefighters of the town performing firefighting duties. Many people came away with the same comment—"It's (firefighting) not as easy as it looks." In addition to firefighting demonstrations, the Advanced Life Support Ambulance was on display, and tours were given of the station, apparatus, and Training Academy. The guest of honor was "Hulk", a dog owned by the State Fire Marshal's office and trained to detect the presence of flammable vapors at the scene of a fire. The department hopes to see many more people attend this year's Second Annual Open House.

1990 was another busy year for the department with the six engines and three ladder trucks responding to over six thousand runs. Commitment to emergency medical services was evident this year as the department responded to 2,811 medical emergencies. The number of firefighters who are certified Emergency Medical Technicians rose from 70 to 92 during the last year. When a call is received requesting medical aid, the nearest engine or ladder truck responds to the scene and begins treating the patient.

The Fire Department vehicle is quickly joined at the scene by an Advanced Life Support (ALS) ambulance. This dual response to medical calls in Brookline has become a model for many other cities and towns.

The Department responded to several large fires during the year including one on White Place. Extinguishment required the combined resources of Brook-



Fire Captain John Green and Firefighter Roy Crossley position hoseline to begin attack on 5 Alarm fire on White Place, June 15, 1990.

line and many surrounding communities. At the height of the blaze, 28 pumpers and ladder trucks were battling the fire. It was only because of the heroic efforts of everyone at the scene that many more homes were not lost. This fire occurred at the same time that another fire, only blocks away, required 17 pumpers and ladder trucks. Never before in Brookline's existence have so much fire apparatus and so many firefighters been working in the town at the same time.

The Fire Prevention Division once again coordinated the fire safety efforts of the department. The division provides fire safety education classes to a wide variety of audiences, ranging from hospital personnel to babysitters. The Fire Prevention Division is also responsible for the administration of the department's inspection and fee schedule program. In 1990 the department collected over \$150,000 which went into the town's general fund.

The Training Division had a very active year with several new and innovative programs developed for the continued training of Fire Department personnel. The Training Academy also hosted several Massachusetts State Fire Academy Field courses which were well attended by personnel from Brookline and other surrounding towns.

The Fire Alarm Division continued its program of preventive maintenance to the town fire alarm system. The alarm system has over 400 fire alarm boxes installed throughout the town. These boxes are connected directly to the Fire Alarm Office and are, by far, the quickest way to summon help in case of fire or any other emergency.

Building Department

The Building Department, under the direction of the Building Commissioner, administers and enforces the Brookline Zoning By-Laws, State Building, Plumbing, Gasfitting, Electrical, Sprinkler, and Mechanical Codes, and all state statues, rules and regulations concerning the construction, alteration, repair, and use and occupancy of buildings within the Town of Brookline.

This involves the examination of plans, the issuance of Building, Alteration, Plumbing, Gasfitting, Sprinkler, Electrical, and Mechanical Permits, and the inspection of work during construction or alteration for conformance to plans, specifications, code requirements, and regulations.

The department issues all certificates of use and occupancy, performs the inspection and certification of existing buildings and insures that the proper use, occupancy and maintenance is in conformance to applicable codes.

The Building Department has been extremely active performing its various duties. The following is a report of permits issued in 1990:

Type of Permit	Number of Permits	Estimated Cost
Alteration	560	\$10,174,951
Additions	125	9,412,260
Electric	850	2,608,764
Kitchens	124	2,066,831
Plumbing	882	1,807,355
Bathrooms	127	1,748,772
New Buildings	13	1,705,735
Roofing	131	1,185,116
Gas fitting	697	694,485
Mechanical	76	690,064
Siding	48	293,760
Swimming Pools	4	196,000

Temporary	30	107,735
Signs	50	98,115
Sprinkler	13	80,400
TOTAL	3,730	\$32,870,343

The department performed required inspections for license renewal, parking facilities, and multi-family dwelling units.

Mr. Frank Hitchcock was promoted to the position of Sr. Building Inspector, vacated by the retirement of Mr. Joseph Venesky. Mr. Hitchcock has been with the Building Department since June of 1973. In July, Building Inspector Peter Tartakoff was hired to fill the position previously held by Mr. Hitchcock. In October, Building Inspector Joseph Latronica was hired and commenced the inspection of multi-family dwellings.

Repairs to Public Buildings

Work on town buildings proceeded in 1990 with special emphasis on safety. Asbestos was removed from several buildings, allowing work to be performed on heating equipment.

The carpeting in the stairwells of the Main Library was replaced and a safety nose was installed on each tread. The lighting in the Main Reading Room was replaced which increased the illumination by more than 60% and reduced energy consumption by 20%.

The fire alarm system at the Soule Recreation Center was upgraded.

The property known as 55 Newton Street was leased to Long Bow Group, Inc. with a long list of improvements as a condition of the agreement. This property will now be maintained by Long Bow Group, Inc., relieving the town of this expense.

Board of Examiners

The Board of Examiners was established under the Building Code of the town. The three members, which include an engineer, an architect, and a licensed contractor, are appointed by the Board of Selectmen. The Board meets monthly to hold licensing examinations to ensure that all construction, alteration, removal, or demolition of buildings or structures in the town is performed by qualified persons.

During 1990, 52 applicants qualified for licenses as follows:

7 ABC (separately or combined fire resistive con-

struction)

5 D Exterior Masonry Wall

8 F Frame Construction

25 F Limited—Alterations Repairs—Frame Construction

4 M Miscellaneous-Siding, Roofing, Etc.

3 S Special Work

In addition to the new licenses issued, 398 were renewed during 1990. Fees collected during 1990 totalled \$15,155.

PUBLIC WORKS

Engineering Division

The Engineering Division was responsible for the supervision of a variety of construction projects during 1990. The Rehabilitation of Lawton Playground, Coolidge Playground, Clark Playground and Larz Anderson Park, with a construction value of \$1,265,200, dominated the Division's construction schedule with pleasing results. Clark Playground was totally reconstructed with town funds and the concrete walls and pavement were replaced with a tot lot, large lawn areas for passive use and a new spray pool. Coolidge and Lawton Playgrounds were funded through the Community Development Block Grant Program (see CDBG). This project saw the play equipment replaced and basketball courts and sitting areas rebuilt. Larz Anderson Park, one of the town's major open spaces and parks, was funded with a matching grant from the Commonwealth of Massachusetts. The work included the rehabilitation of the Temple of Love, the historically significant decorative concrete, and the granite wall which once surrounded the home of the Andersons on the top of the hill. Also included was a protective wood fence enclosing the park and the installation of a new tot lot near the ball field. The lagoon area was drained, dredged and completely relandscaped providing a pleasant passive recreation area. The iron fences and grates along Goddard Avenue were restored to their original condition.

6.1 miles of water mains were cleaned and lined with cement mortar. This work was completed as the first

element of a three year contract valued at \$4 million. 165 new gate valves, 60 hydrants and 875' of replacement water mains were installed to bolster the water system.

As part of the Chapter 90 Roadway Program, sections of Cottage Street, Goddard Avenue and Newton Street were rehabilitated by pulverizing and replacing the existing asphalt service. This process provides the road with greater foundation stability, while lessening dependence on oil products. The Chapter 90 Program is a 100 percent state-aided program authorized by the state's Transportation Bond Issue. Parts of both Clinton Road and Eliot Street were resurfaced as part of the town-funded Street Paving Maintenance Program. The Crack Sealing Program, which extends the life of asphalt pavements by preventing water from deteriorating the gravel foundation, was completed on various streets.

The CDBG Program funded the installation of 96 wheelchair accessibility ramps at 36 locations throughout the town. The contract for the repair of tennis courts at Driscoll School, Lawrence School, Waldstein Playground and Warren Playground was started in the fall of 1990 and is expected to be completed in May of 1991.

The contract for the rehabilitation of Reservoir Park was started in December of 1990 and will be completed in the Spring. This town-funded project authorizes the repair of the granite walls of the water reservoir and rehabilitation of the walk surface.

Designs are underway for the elimination of sewer connections to the Tannery Brook Drain, which were found after an investigation by Camp Dresser McKee Inc. A contract to eliminate these cross connections will be awarded in the spring of 1991.

Four oil spills at various locations were investigated over the year with the cooperation of the State Department of Environmental Protection.

Work orders for over 200 street lights have been submitted to Boston Edison to convert street lights to more energy efficient sodium lights resulting in a savings of over \$100,000 per year. To date, 60 percent of the street lights have been converted.

The contract for the optimization of the traffic signals along Beacon Street was completed. This program was the first step in revitalizing this very old signal system, which coordinates all signals along Beacon Street from Summit Avenue through St. Mary's Street. Over 240 calls were responded to for traffic signal malfunctions throughout the town.

Ten plot plans were reviewed and approved for new buildings. The Division continues to modernize its record keeping and contract administration with the addition of a portable computer. The other computer is utilized to stream-line estimating procedures.



Larz Anderson during construction.



Clark Playground during construction

Highway and Sanitation Divisions

Roadway crews completed the fifth year of priority sidewalk replacement. Highway Division personnel installed 28,000 sq. ft. of new concrete sidewalk. The same crews patched and replaced in excess of 50,000 sq. ft. of poor sections of bituminous asphalt streets.

The winter season of 1990 brought 45 inches of snow fall. This generated 13 plowable snow storms and an additional 35 sanding operations where approximately 6,000 tons of sand were used to guarantee safe driving conditions throughout the town.

Cleaning crews experienced their third successful year of working with the MBTA to clean and improve the areas surrounding "T" stations within the town. The MBTA reimburses the town for all costs for this successful program. Cleaning personnel refurbished 96 pea stone sidewalks, 90 damaged tree lawns plus performed additional work to keep municipal parking areas clean which had previously been maintained by a private parking lot operator.

The Sanitation Division provided the collection and disposal of approximately 18,000 tons of solid waste. The town is in the third year of a five year disposal contract with Arthur Schofield at a cost of \$83.07 per ton.

The Department of Public Works and the Moderator's Committee on Recycling instituted a Town Meeting approved Mandatory Curbside Recycling Program on October 1, 1990. This program services approximately 14,500 dwelling units. Laidlaw Waste Systems was the low bidder and was awarded the contract for this full

recycling program. The goal is 3,500 tons of recyclable material in the first year. Brookline is active in Curbside Recycling in the Metro West Region, an organization of all the communities west of Boston and the State DEP, dedicated to increasing recycling.

Composting is an additional aspect of recycling. The state has mandated that all communities create an acceptable Composting Program by 1992. Brookline again has moved to the forefront of recycling by instituting a formal Composting Program.

The 1990 Hazardous Waste Collection Day was an overwhelming success. Hazardous Material collected on October 21, 1990 exceeded expectations and the Board of Selectmen appropriated additional funds for a second collection day held on December 4, 1990. The League of Women Voters and the Department of Public Works coordinated these two days which resulted in the collection and disposal of approximately \$72,400 of hazardous material.



Hazardous waste collection day.

Sewer Division

The Sewer Division of Public Works monitored 103 miles of sewer line and 117 miles of drain within the community. The staff responded to 149 plugged or broken pipe emergencies and 12 major sewer blocks that required extensive repair and excavation.

The Sewer Use Charge was increased in 1990 from \$1.55 to \$1.65 per hundred cubic feet of water consumed effective April 1, 1990. This was due to the increase in wastewater discharge costs assessed the town by the Massachusetts Water Resources Authority.

Water Division

The Water Division is responsible for the maintenance and operation of the municipal water distribution system to provide adequate and reliable potable water for domestic use and fire protection. During 1990, the wholesale purchase of water from the Massachusetts Water Resources Authority (MWRA) decreased 7% to 2.6 billion gallons as a result of the Division's continuous leak detection program, while retail water use rose only slightly. Consequently, per capita consumption declined from 127 gallons per day in 1989 to 121 gallons per day in 1990. Total operational costs of the system were offset by retail sales yielding \$5.2 million in revenue.

During 1990, the Distribution Section replaced 189 service pipes, 82 fire hydrants and repaired 52 service, hydrant and main leaks of varying severity. The most notable leak occurred on January 25, 1990 when a 10-inch main ruptured on Sumner Road, causing extensive damage to the roadway and a loss of nearly 2 million gallons of water. Emergency response services were provided for 591 additional requests. In June, a \$4 million, 3 year contract was awarded to Heitkamp Inc., of Connecticut to clean and cement line 18 miles of water main using funds appropriated at the 1990 Annual Town Meeting. Completion of this project, being admin-

istered by the Water and Engineering Divisions, will bring the total water system rehabilitation to 75% of the 135 miles of mains.

The Meter Section reached the 98% completion stage of the Remote Reading Meter Replacement Program, begun in 1985, bringing the total number of new meters to 8,120. In addition, 651 complaint investigations were conducted and resolved. In November, the Division implemented the new Automatic Reading and Billing System which fully utilizes the new meters for the electronic capture and processing of meter readings. With over 40,000 utility invoices processed over the year, the billing staff now has the ability to handle large amounts of data efficiently.

Due to the increase in the wholesale assessment for water, charged by the MWRA, the Board of Selectmen voted an increase in retail water rates of \$0.05 effective on April 1, 1990. This established the new rate at \$1.95 per hundred cubic feet and allowed for continuation of full cost recovery of the water system.

The Division made significant progress during the

year with the Cross Connection Control Program, begun in 1989 pursuant to Massachusetts General Laws. In April, the Department of Environmental Protection turned over complete delegation of responsibility to the Division in recognition of the town's efforts in establishing and implementing a model program.

Because of the success of the water conservation pilot program completed in 1989, the Division, in cooperation with the MWRA and with the endorsement of the Board of Selectmen, has started Operation Watersense. The Division will attempt to retrofit every home in Brookline with water conservation devices, funded by the MWRA. The ultimate goal of the program is to reduce water demand throughout Metropolitan Boston thereby reducing the need for additional water supplies in the future. It is with great sadness that the Water Division reports the passing of one of the town's most devoted employees. In August, Mr. Mark J. McIntyre, Meter Foreman and employee since 1965, passed away after a long illness. Mr. McIntyre's knowledge, experience and personality will be missed.

Park Division

The Park Division coordinated the start of several new projects and saw the completion of several others. The most notable completions were: Clark Park, Coolidge and Lawton Playgrounds. Coolidge Playground received two separate handicapped accessible play structures, designed for specific age groups. In addition, the tennis court, spray pool and basketball court were renovated.

Lawton Park received a newly designed spray pool along with new tot equipment.

The Clark Park project was completed, giving the neighbors a completely redesigned park consisting of new playground equipment, a spray pool and a basketball court. New swings were provided for young and old alike. A gala dedication was held to commemorate the completion.

At Larz Anderson Park, the million dollar restoration of this most significant landscape was begun. The

temple and pond areas received first priority with the hill parking and wall restoration following shortly thereafter. Work will be substantially completed in the spring of 1991.

The Reservoir Park wall reconstruction was initiated. The repairs will assure that the walls of the old reservoir will not become further damaged during the freeze and thaw cycles.

The final plans for Linden Park and Linden Square were reviewed by the neighborhood and contract documents were drawn up.

At Griggs Park, several meetings were held between the neighbors and park administrators regarding the drainage issues and potential future plans.

Brook Street Park neighbors met with Park officials to work out renovation plans.

The Friends of Driscoll School Playground met several times during the year. Their top priorities were to



Clark Playground after construction.



resolve the placement of the basketball backboards and to plan for renovations of the entire playground.

Tennis courts at Waldstein Park, Eliot Playground, Driscoll School and Lawrence School were resurfaced.

The Olmsted Committee met regularly to review revisions of the Master Plan for the Olmsted Park System. Representatives from the Massachusetts Executive Office of the Environmental Affairs inspected six parks funded under the Federal Land and Water Conservation Program. All parks garnered praise for the high level of maintenance they are receiving. Playgrounds and play structures throughout Brookline were evaluated and upgraded as necessary to comply with new Federal Guidelines.

A Dog Committee consisting of Park Commissioner, Ms. Wallace Wickham and Ms. Chris McArdle developed a brochure on the proper clean up and disposal of dog waste in the parks. The Committee, in conjunction with Director Willis and the Dog Officer, John King, will continue to make the public aware of the need to clean up after their dogs.

Parents and interested neighbors met regularly with Park staff to develop plans and specify play equipment for Pierce Park. The park will be under construction next year. The project will include new and improved play structures, a new spray pool and erosion control at Harvard Place.

The beautification of the Route 9 island adjacent to the Star Market is due to the generosity of the Chestnut Hill Garden Club. This well-designed landscape has received many compliments and is a credit to the

Garden Club's many fine members. The Division extends its gratitude to the numerous volunteers throughout Brookline who have helped to support and maintain the Brookline Park System, of which all can be proud.

SCHOOL GROUNDS

The Park Division continues to provide a high level of maintenance and regular improvements to over 32 acres of landscaped grounds around ten public schools. A soil conditioning program consisting of deep tine aerification, sand top dressing and special wetting agents was implemented. The program is helping to improve the safety and playability of all turf grass areas. Graffiti removal remains one of the more difficult and labor-intensive tasks around school grounds. Removal techniques utilizing new chemicals are being tested. The cooperative assistance of all school principals has helped to reduce the unsightly problem. Park Director Paul Willis met regularly with school officials, students and parents to promote a great awareness and understanding of the cost of cleanup.

Beautification projects around the schools are being developed with volunteers from Parent-Teacher Organizations, as well as neighbors. An excellent example is the Flower Garden at Lawrence School. Ms. Martha Bradford and her able committee have set a high standard of excellence. The scores of colorful flowers planted in the circular garden were purchased through contributions and maintained at no cost to the town. Similar projects are being reviewed for incorporation at other schools.

Forestry Division

The Tree Planting Committee met regularly during the year to review all aspects of Arboricultural work. The Committee remains committed to the highest levels of tree planting and tree maintenance in Brookline. On behalf of the Committee, Director Paul Willis appeared before the Massachusetts Division of Environmental Management to request that funds be made available for townwide tree planting in the light of local cutbacks.

The Forestry Division Supervisor, Edward Sylvester, developed a new tree planting program utilizing environmentally tolerant, disease resistant and low maintenance varieties. The Tree Planting Committee authorized the planting of 139 trees in the Spring of 1991, utilizing the \$20,000 approved by Town Meeting at the 1990 Fall Town Meeting. Of the 23 species to be planted, 9 species are new to Brookline streets. The new species all show excellent traits for hardiness and longevity.

The Tree Planting Committee continues to work on a program that will place the town's street tree inventory on a computerized data base. Mr. Hugh Mattison of the Greenspace Alliance is assisting with the research.

Fund raising programs for tree planting remain a priority of the Committee. In cooperation with several public spirited organizations and individuals, the Committee effectively solicited funds throughout the year.

On May 4, the Tree Planting Committee and the Greenspace Alliance co-sponsored an Arbor Day Ceremony at Devotion School. This event featured school children planting a tree, reading poetry and singing songs about the importance of trees. Barbara Whiting Drew, representing the Greenspace Alliance, and Tree Planting Committee member Robert Kramer underscored the important contribution that trees make to help the sensitive world environment. They also pointed out how recent scientific evidence has revealed that many more trees must be planted in order to negate the devastating effects of environmentally destructive human activities.

Selectmen Luster Delany joined the ceremonies and offered the greetings and support of the Board of Selectmen.

At Heath School, the students planted a cherry tree. The entire school participated in this special event.

Over 500 seedlings were passed out by the Forestry Division to all grade schools for planting by the students. With the continued support of the Community Development Block Grant Committee, areas within their purview were funded so that trees could be planted in locations needing them.

Finally, at Larz Anderson Park, a tree planting, pruning and selective removal program was instituted. The program was coordinated with other efforts currently underway to beautify the park.

There were 174 trees planted, 68 trees removed and 33 streets pruned in 1990.

Cemetery Division

The Trustees of Cemeteries met regularly throughout the year to review cemetery deeds, evaluate trust funds and establish future objectives.

Ms. Jan Childs of the Harvard/Radcliffe Landscape Design School began gathering information for the long-range landscape program at Walnut Hills Cemetery. As part of the review for landscape, Ms. Childs, together with Director Paul Willis, are reviewing all plantings to assure that they create a colorful backdrop while at the

same time maintaining low maintenance.

The stone wall along Allendale Road was inspected. Recommendations for long-range maintenance of the wall were reviewed by the Trustees. Small sections of the wall were repointed on an as needed basis.

The Trustees of Cemeteries unanimously voted to purchase a wide area rotary mowing tractor. The new tractor will enable the cemetery staff to keep the grass areas looking well groomed.

Conservation Commission

The Brookline Conservation Commission is responsible for the enforcement of local, state and federal environmental regulations to provide for public safety and the protection of natural resources. The Commission manages conservation areas and easements and develops the town's Open Space Plan. The Commission promotes protection of the environment and stewardship of open space through a variety of educational programs and events. In addition, the Commission seeks and administers grants and coordinates volunteer activities and public-private partnerships for the environment.

planted flowering shrubs that had been donated while tree experts pruned and felled diseased limbs and trees.

Planning continued for the development of an interpretive nature trail to be installed at the Lost Pond Conservation Area. The Commission cooperated with the filming of a video that will document the natural history of Lost Pond through the seasons. The Friends of Lost Pond helped to maintain the existing trails throughout the year.

At the D. Blakely Hoar Sanctuary, the main bridge over the Sawmill Brook was replaced and trails were kept clear with the help of volunteers.

CONSERVATION AREAS

The Conservation Commission received a Take Pride in America Award from the United States Secretary of the Interior and the Secretary of Agriculture in recognition of the creation of the Amory Woods Barrier-Free Nature Trail with the help of the Land and Water Conservation Fund and private donations. The award was presented to the Commission "in recognition of demonstrated commitment and exceptional resources." The Amory Woods Trail was designed to be accessible to all people regardless of their physical abilities.

In 1990, the Commission continued to receive funds to help maintain the Amory Woods Trail. Twenty evergreen trees were planted to provide a scenic buffer with neighboring buildings.

Clean-up and planting events were once again held at Hall's Pond in the spring and fall with the generous help of the Friends of Hall's Pond. The Sanctuary served as the site of the Commission's observance on the twentieth anniversary of Earth Day in April. Volunteers

ENVIRONMENTAL PROTECTION

By State statute, the Conservation Commission administers the Wetlands Protection Act. In 1990, the Commission issued four Determinations of Applicability and six Orders of Conditions. Two public projects, restoration work at the Brookline Reservoir and Larz Anderson Park, were reviewed by the Commission. In addition, the Commission engaged in several enforcement actions. Two of these resulted in major restoration projects (over \$30,000) at the Brookline Avenue Playground and Riverway Park at no cost to the town.

As part of the Commission's administration of the Federal Emergency Management Agency regulations, over 300 flood plain determinations were made during the year. The Commission investigated a variety of problems concerning water quality, local flooding and erosion.

In cooperation with the MBTA and the Massachusetts Pesticide Board, the Commission conducted a review of the herbicide spraying program along all the train tracks

in Brookline. The Commission worked with these agencies to minimize the number of areas that are to be sprayed in the future and to allow only the least toxic chemicals to be used.

As part of its program to protect the town's natural resources through the preservation of open space, the Commission successfully negotiated the gift of a conservation restriction to the town on 10 acres of private property. The property contains some of the last hemlock woods and pudding stone formations in Brookline. The site is adjacent to twelve acres that already is under a conservation easement and together they form the largest parcel of preserved private land in town.

In 1990, the Commission concluded its twelve month study of erosion control and techniques to remove invasive vegetation along the Muddy River. These plants have been degrading the water quality of the river and exacerbating flooding problems. The environmental study provided valuable insights into the development of low cost, low impact removal methods.

Throughout the year, the Commission responded to environmental emergencies that included oil spills, air and noise pollution violations, and intrusions into wetlands.

OUTREACH/EDUCATION

As part of the commemoration of Earth Day, the Commission participated in a series of presentations to local schools. Natural history walks were conducted for both citizen and school groups. The Commission provided educational materials to school programs.

The Commission's model ecosystem management program was featured at a statewide symposium in April. The program consists of an ecosystem approach to open space acquisition and management with the goal of establishing the long-term diversity and health of natural areas.

INTERDEPARTMENTAL/ INTERAGENCY ASSISTANCE

The Commission provides technical assistance to other agencies and departments on a broad variety of projects relating to pollution, flooding, open space planning and environmental quality. The Commission served on state review panels for the development of new policies regarding wetland delineation, buffer zone protection and mosquito control. The Commission assisted the Massachusetts Department of Environmental Protection in its study to develop a water quality improvement program for the Muddy River. After a two year effort, the study was completed in August.

In 1990, the Commission took part in the second phase of a major study by the Federal Aviation Administration to reduce airplane noise caused by Runway 27 departures from Logan Airport. The Commission helped to define the scope of a new Environmental Impact Study funded and begun by the FAA in the spring.

The Commission participated in the refinement of new flood insurance guidelines under the Federal Insurance Administration Program for flood prevention. Under this program, residences in flood prone areas may be eligible for discounts in flood insurance.

TRANSPORTATION

The most significant accomplishments of the Transportation Department can be seen in the advancement or the completion of two long-term projects. The conceptual plan for the reconstruction of the traffic signals at the intersection of Route 9/Chestnut Hill Avenue, Lee Street, Heath Street and Heath Hill, has been a major concern for a number of years. Since 1986, when the State Department of Public Works proposal was rejected by the town, the Transportation Department has been working with Bruce Campbell and Associates to bring about a design that could be accepted by the Town of Brookline, Commonwealth of Massachusetts and the Federal Highway Administration (FHWA). On January 8, 1990, the Board of Selectmen approved such a plan, which will be submitted to the State and FHWA for their approval. This is a giant step in remedying the worst accident location in the town, which ranks in the top third of the 1,000 most dangerous intersections in the State.

Rubber grade crossings were installed by the MBTA on the Green Line along Beacon Street at Charles Street, Pleasant Street, Centre Street and Harvard Street. This project was first requested by the Transportation Department over 10 years ago to alleviate the poor walking conditions for pedestrians and the constant maintenance required to repair the asphalt crossings. The MBTA, using their own forces, also rebuilt the crossings at St. Paul Street, Corey and Dean Roads, Regent Circle and Strathmore Road.

On November 13, 1989, the State Department of Public Works closed the Hammond Street Bridge for safety reasons. Although the bridge is in the City of Newton, the closing impacted local streets in the Crafts,



Closed Hammond Street Bridge.

Spooner, Eliot and Dean Road neighborhoods. High priority was given to working with Newton and state personnel, as well as local neighborhood groups and legislative leaders to insure that the bridge would be rebuilt, and that it would operate in a two-way traffic pattern. The Newton Board of Alderman voted to affirm the two-way operation.

Plans and contract documents for an Urban Systems, federally aided traffic signal replacement project at Cypress, Kendall and Rice Streets were forwarded to the Department of Public Works for their review. This design was completed by department personnel.

The Department administers 256 residential and 37 guest overnight parking spaces in 8 parking lots. This program affords residents, living in the Coolidge Corner area, an opportunity to be assured of long-term overnight parking, and also sets aside spaces for their guests to use on a nightly basis.

The Department, which provides support for the Transportation Board, assembled, analyzed data and prepared reports for 75 issues that were discussed by the Transportation Board at 15 public meetings. The Transportation Board also has subcommittees that actively study the town's parking needs and recently completed a revision of the Taxi Cab Rules and Regulations. In addition, the Department has compiled numerous traffic counts at various locations.

The Director serves as liaison to the Massachusetts Department of Public Works, the MBTA, and the JRTC. The Service Subcommittee of the MBTA Advisory Board, of which the Director is a member, recently submitted a report concerning service policies of the MBTA system.



Rubber Grade Crossing at Coolidge Corner.

RECREATION DEPARTMENT

Introduction

Every organization arrives at defining moments from time to time. Last year's 1989 Annual Report described 12 major building blocks centered around a business approach that featured quality and safety as the keys to change. The year 1990 proved to be an extension of 1989 in that change continued at a rapid pace and operations expanded even in an atmosphere of cut-backs and reductions.

Achievements, Changes and Results

The Park and Recreation Commission and Director developed various solutions to problems, and with help from department heads and professionals in other town departments, numerous new volunteers, interested boards and commission, the press, and the private sector, produced the following results:

1. Private sector gifts were encouraged and close to \$40,000 in altruistic gifts was realized.
2. Over 80 new volunteers were recruited and their talents are now being utilized.
3. A "Greens Committee" and a "Long-range Planning Committee," both comprised of resident golfers, were established to assist staff with client feedback at Putterham Golf Course.
4. Revenue increased from \$704,000 to \$867,000 in one year. The full-time staff was reduced by 20% from 25 to 20 positions, thereby streamlining Brookline's government, and yet output increased by 50% as new programs and special events were added.
5. New rentals were solicited as alternative income producers and fuel adjustment clauses were negotiated as part of a hedge against rising fuel costs.
6. A cooperative exchange with Boston University resulted in the following program modifications:
 - a. Brookline High School Hockey will play its games at the Walter Brown Rink and the BU Golf Team will use Putterham Golf Course.
 - b. B.U. hockey tickets have been given to Brookline Youth Hockey to be used for fundraisers.
 - c. Free and reduced game tickets for the new 275 member Recreation Basketball League are



Matt Pantera and the Recreation Staff congratulate Chief Simard and some of his All Star Hitters and Pitchers after their 15-14 victory over the Recreation Staff, in the 1st Annual Police/Recreation Softball Challenge.

available for use.

- d. Telecommunication hook-ups for the new Recreation Department computers are being provided by B.U.
- e. A free exchange student for one semester was recruited and helps with the Recreation Department project workload.
7. A free student intern from Northeastern University served 37.5 hours per week during the fall semester of 1990.
8. 188 new volunteers came forth to support the first "After the Prom" party for the Senior Class of 1991. Fund raising reached the \$8,135 mark as of December 1990 and is well on its way to the expected \$22,000 mark. The Commissioners are counting on the School Committee, the Selectmen, and the town's citizens to help celebrate the Class of 1991.
9. A practical description of the design review process was written and was applied to the Brook Street playground.
10. A joint School Committee/Park and Recreation Commission report on the cleanliness and security of the Main Gym was initiated.
11. An RFP for the Master Plan at the Putterham Golf Course was written and advertised. The selection process is underway.
12. The Committee of 7 for the refurbishment of the Warren Recreation Community Center and Park is pending.

Long-term Financial Planning

Since 1989 the Park and Recreation Commission has doubled most recreation fees and charges. Currently, departmental costs are 76% fee supported and 24% tax supported. This provides for a direct opposite approach to the national trend that establishes a 70% tax support and a 30% fee support formula for Recreation funding.

The FY90 budget cost an average household a total of \$12 out of their average \$5,800 tax bill. That amount is not even equivalent to one Red Sox ticket.

The adoption of future budgets that are funded below level funding (not even the 2.5% allowed by Proposition 2 and 1/2) begins to define a recreation department that will be exclusionary towards the residents it serves. During 1990 camp scholarships totaling thousands of dollars in lost revenue, permitted 51 children, who could not otherwise afford to attend, to enjoy a summer of swimming lessons, tennis, softball, and special events.



Participants in the new Junior Golf Lesson program at Putterham Meadows Golf Course with Golf Course Manager Tom Curtin and Recreation Supervisor Bill Hurley.

Working Together

The Town of Brookline is fortunate that the leadership of its boards and commissions continues to be impressive. All types of sound solutions to difficult problems have been produced, as talented individuals work together for the common good of the taxpayers. The commission believes the town is sure to produce improved services that are cost-efficient at well maintained parks and facilities and all within the reach of the overall community resource base. The entire Park and Recreation Commission and staff look forward to working with the Selectmen and other town leaders to continue to strive for excellence in leisure services available to all of Brookline's residents.

PUBLIC SCHOOLS

The Schools and the Students

Eight K-8 elementary schools feed into Brookline High School. As of December 31, 1990 there were 5,552 students enrolled in the Brookline Public Schools in grades kindergarten through twelve; 3,744 in the elementary schools and 1,808 at Brookline High School. Some 525 of these students require help with their English, either in the English as a Second Language Program (ESL) or in a Transitional Bilingual Education Program (TBE). These students represent 32 language groups, with Hebrew, Chinese, Japanese, Russian and Spanish accounting for over 75% of these students. Of the total school-age population, 27% of the students are from homes where English is not the first language. The non-white population of the school is 29%; 13% Asian, 11% African American, and 5% Hispanic. The 1983 Senior Class gift was a set of flags, one for each nation represented by Brookline High School students. There were sixty flags.

Today students have a wider range of needs, yet they continue to be academically successful: a higher percentage of Brookline High School graduates go on to 4 year colleges than 15 years ago; College Board scores have increased over the past five years; and Brookline's scores on state curriculum assessment tests in mathematics, science, social studies, and reading are dramatically higher than the state average and considerably higher than communities similar to Brookline.

The Staff

Brookline employs more than 500 teachers, counselors, and administrators in its schools. The administrative staff includes three Assistant Superintendents, a Director of Personnel, eight elementary Principals, a High School Headmaster and Assistant Headmaster, Curriculum Coordinators and Supervisors of the Libraries and Adult and Community Education Program. The activities of the professional staff are supported by approximately 200 civil service personnel.



*Lincoln School Principal
Barbara Shea.*

In September, the Brookline Public Schools welcomed 44 new staff members. The new staff represented a broad range of experience, education and background. This year, Ms. Barbara Shea assumed the principalship of the Lincoln School. Ms. Shea's most recent experience was in the Boston Public Schools where she was principal of the Woodrow Wilson Middle School in Dorchester.

Saturday Morning Science/Math Program

The Saturday Morning Science Program is a 12 week enrichment program for Grades 6, 7, and 8 students held on Saturday mornings at Brookline High School. Mr. Arthur Wellington Conquest III, Brookline High School's PTO Co-president, coordinates and supervises the program which offers students an exciting, innovative program that includes field trips to various science museum and technological companies in the area. Each class of students builds a special project where students apply science theory to a practical application. Last year 80 students took advantage of this program. Faculty for the program includes university scholars, community residents, and parents. The program is funded through local funds and a federal grant.

Early Education Program

The Brookline Early Education Programs (BEEP) are supported through a combination of local funding and a sliding fee scale structure and are administered by the Brookline Adult and Community Education Program. The program is currently serving 185 regular education and Special Needs children from birth to five years old. Ms. Barbara Murphy, Early Childhood Education Coordinator, supervises a staff which includes a social worker, a home visitor and resource assistants. The pre-school programs vary in length from two days to five days. The major program initiative is the prekindergarten or Transition to Kindergarten program. This program located in the Baker, Driscoll, Lincoln and Pierce schools serves children who turn five during the school year. The Early Education program emphasizes:

- Working cooperatively with parents to establish reachable goals for the child;
- Respecting individual family styles and cultural values;
- Individualizing programming through teacher and parent planning appropriate goals and strategies in developmental areas;
- School competence through a program that supports the educational goals and objectives of the kindergarten and primary grade curricula; and
- Supportive classroom environment which encourages the child to plan and work independently and successfully complete activities.

Language Arts and English

The National Endowment for the Humanities has awarded the Brookline Public Schools a grant to conduct a national humanities institute, "The Writer's Eye in the Dialogues of Plato, Gulliver's Travels, To the Lighthouse, A Room of One's Own, and One Hundred Years of Solitude" from July, 1990 to June, 1991. This \$159,000 grant was the only institute grant made to a public school



system in the country and involves a collaboration between Brookline teachers and university scholars from Brandeis University, Simmons College and the University of Massachusetts (Boston). In July, 1990 The Writer's Eye conducted a four week summer program at Brandeis University for Brookline staff and 25 public and private teachers from around the country. A two day mid-March conference will be held in Brookline for all institute participants to follow up on their summer activities and a week-long summer program for Brookline staff will be conducted in June, 1991. The institute is under the direction of Ms. Naomi Gordon, Language Arts Coordinator, Brookline Public Schools and Dr. John Burt, English Department, Brandeis University.

Brookline Adult and Community Education Program

The Brookline Public Schools' Adult and Community Education Program, the largest non-credit public education program in Massachusetts, has expanded the concept of learning throughout the Brookline community and beyond. Offering a curriculum of over 400 courses in addition to special and on-going civic projects during the fall, winter, and spring, the program has grown to over 16,000 enrollments. The program provides courses for families with preschool-age children (at the Brookline Early Childhood Resource Center) and school age children, senior citizens, and introductory language



training for new residents, and senior citizens.

A broad menu of adult courses which reflect community interest in global affairs such as Chinese, Japanese, Russian, French, Spanish, Arabic, world affairs, global investing, and ethnic music, dance and cooking are offered regularly. Courses which focus on issues of philosophical and spiritual awareness and reflection also respond to active community interest.

Each term, regular program offerings include humanities, music, dance, exercise, arts, business, and investment on varying levels. The highly qualified instructors are drawn from Brookline and neighboring towns, and include artists, entrepreneurs, skilled craftspeople and professional educators.

In 1989-90 the Program was honored by the Massachusetts Association for Adult and Continuing Education by naming Brookline Adult and Community Education Program Director, Linda Larson, the Massachusetts Adult Educator of the Year. Also the Brookline Chamber of Commerce gave special recognition to the Brookline Adult and Community Education Program for its service to the community and for its administrative success as a self-supporting program in a public context.

Throughout the year, the Brookline Adult and Community Education Program sponsors a number of special events: such as the McKenzie Lecture Series, which this year presented economist Dr. James Howell, who

discussed the timely topic, "Maintaining Educational Opportunity and Quality in an Environment of Economic Scarcity." The Issues in Social Justice Series is a forum for important social, political, and legal issues. During 1990-91 this series included a lecture by former BA&CEP teacher, Tema Nason on "Ethel Rosenberg Rediscovered: An Intimate Portrait," based on her recently published book, ETHEL: The Fictional Biography. In collaboration with the Brookline Department of Public Health, BA&CEP organized and presented a public forum on the hazards of computer radiation, the first such presentation in the nation. In a joint offering with the Council on Aging, BA&CEP presented an all day workshop at the Town Hall, "Surviving Loss: A Workshop for Mature Adults." In collaboration with the Brookline Public Library, BA&CEP featured an Evening with Doris Kearns Goodwin, author of Lyndon Johnson and the American Dream and The Fitzgeralds and the Kennedys, who presented her views on the "Art of Biography." As a public service, all of these events were offered without charge.

The Brookline Adult and Community Education Program also presents musical events and concerts. In celebration of Black History Month, the second annual Gospel Jubilee, held at the First Presbyterian Church in Brookline, featured four outstanding gospel groups from the Greater Metropolitan area. On the 60th anniversary of the Totem Pole Ballroom, a New England treasure of the Big Band era, BA&CEP, in collaboration with the Veronique Restaurant and Ballroom at Longwood Towers, held a retrospective dance, "Return to the Totem Pole," with Bob Bachelder and the original Totem Pole Orchestra. Ongoing co-sponsored courses with various town agencies, such as the Council on Aging, Brookline Community Mental Health, the League of Women Voters, and the Brookline Public Library continue to be mainstays of the Program.

Over this past year, BA&CEP made continued progress in reaching out to the handicapped, most notably with computer, cooking, and GED courses for the Deaf community.

With an initial grant from the Brookline Community

Fund and generous donations from the Brookline Historical Society and Chobee Hoy; and in cooperation with and co-sponsored by the Brookline Historical Society and the Historical Commission, the Brookline Adult and Community Education Program organized and is coordinating the Brookline Archive of Living History.

The goal of the project is the creation of an on-going, public "living" archive of Brookline history, available for use by the people of Brookline. The materials to be developed in this project will be collected, assembled, and catalogued in the Brookline Room of the main branch of the Public Library. Jean Kramer, BA&CEP teacher, former chair of the Brookline Historical Society and author of Brookline Massachusetts, A Pictorial History was appointed curator of the Brookline Archive of Living History.

In 1989, members of Telling Your Story: Senior Seminar in Autobiographical Writing, a Brookline Adult and Community Education Program course for older citizens co-funded by the Council on Aging, saw the publication of their work in a volume published by BA&CEP, titled At the Center of a Life. This volume, along with photographs and video tapes, was presented to the Brookline Public Library for public circulation and viewing. Copies of the book are available from the Brookline Adult and Community Education Program.

The Telling Your Story group, begun 5 years ago, has continued to meet throughout the year. A second volume, funded by proceeds from the sale of the first, will be published in 1991. This year the group also made a number of videotaped interviews of older Brookliners for the Archive.

Through its proud tradition of public schooling, the "business" of Brookline has always been education. The Brookline Adult and Community Education Program has built on this tradition, expanding the concept of public, community education to serve the many different constituencies which make up the Brookline community. The goal of the Program is to continue to bring the community together in its essential work—educating for the improvement of the quality of life for all its members.

LIBRARY

The Trustees of the Library saw 1990 as a year of transition and celebration; transition to a computerized, automated, multi-library circulation system, and celebration of 100 years of service to children.

Since tax funds for public institutions are diminishing, the Trustees began to seek additional funding sources to support the library's commitment to excellence.

Looking to the future, the Trustees also developed a service-oriented long-range plan that sets the library's priorities for the next several years.

Celebrating the Past

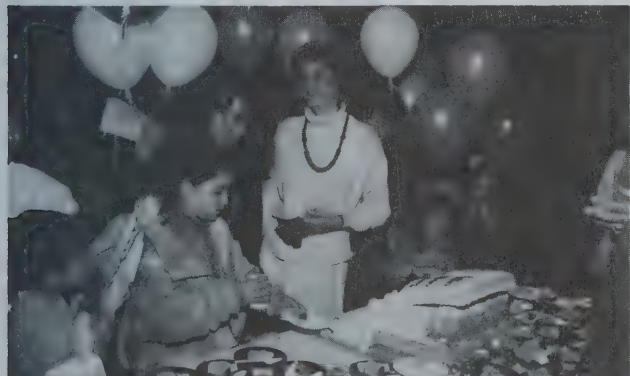
In April of 1890, the Public Library of Brookline opened a reading room devoted exclusively to children. According to one historian of American libraries, "...children's reading rooms [in public libraries] were unheard of until the first one opened in Brookline, Massachusetts in 1890."

To share the Children's Room's 100th anniversary with the Brookline community, the Trustees established a citizen's committee to plan a year-long celebration. Diane Limbo and Barbara Marcus co-chaired a committee of volunteers and library staff that involved the entire community in celebrating the Brookline Public Library's contribution to library history.

The celebration began during National Library Week with a program tied into the American Library Association's "Night of 1,000 Stars," in which famous personalities across the country came to their local libraries to read aloud to children and their parents.

Throughout the year children came to the library to hear story-tellers representing the traditions of different cultures.

In November a "Birthday Bash" brought more than 200 children and their parents to the library. They saw a show specially written and performed by Brookline's Puppet Showplace Theatre, and joined in a birthday party complete with cake, music and door prizes (children's books, of course).



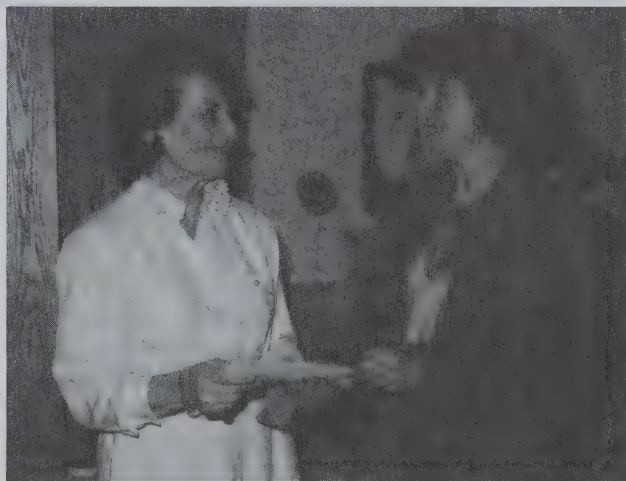
Children's Centennial Celebration Committee Co-Chair Barbara Marcus surrounded by children, balloons and birthday cake at the main library's "Birthday Bash."

Many community organizations shared in this celebration: The Brookline Historical Society devoted its November meeting to the history of children's books and children's libraries; the Brookline Library Music Association sponsored two performances by the Brown Bag Opera Company of "Hansel and Gretel"; the Brookline Art Society prepared an exhibit with children as the theme; Brookline Community cable broadcast "Centennial Seconds" featuring Brookline notables—politicians, community leaders and other citizens—reminiscing about children's books and childhood library experiences; and the Brookline Recreation Department sponsored a special summer program in which children played games popular 100 years ago.

Janice Wall of the Brookline Public Schools coordinated an art exhibit of drawings by local school children of their favorite places to read and their favorite books.

The Library Trustees authorized a community-wide campaign to raise \$100,000 to enhance the children's rooms. Some of the proceeds of this fund-raising plan will be put into a special trust fund to help meet the needs of Brookline's children into the 21st century.

The campaign has raised \$40,000 at this writing, half of it in a generous matching grant challenge from the Friends of the Library.



Ruth C. Scheer (right), President of the Friends of the Brookline Public Library, presents a \$10,000 check to Library Trustee Claire R. Waldman for the Children's Room Centennial Fund.

Improving Service in the Present

Library use surged to new heights in 1990. More than 9,000 people entered the doors each week. FY 90 showed the highest annual percentage growth in system-wide circulation in 15 years, and FY 91 is expected to generate the largest annual circulation in the library's history.

To accommodate this growth, without a comparable increase in staff, volunteers from the community were



The main library's award-winning reference librarians: (left to right) Norma Daley, Emily Farnsworth, Mary Flanagan, Robert Sullivan, Priscilla Consodine, Ellen Gilmore and Department Head Deborah Abraham.

recruited and trained. They now assist staff in direct public service at the circulation desks of the main library and both branches and in countless behind-the-scenes tasks and activities that improve library and information services.

Hundreds of additional volunteer hours were contributed by the Friends of the Library who sorted, stored, shifted and sold thousands of donated books at the annual book sale. The Friends also helped the library recruit, and publicly recognize and thank all of the people who volunteered at the library during the past year.

1990's major service improvement was the introduction of the library's new computer-based online circulation system, which became fully operational in February.

As promised to Town Meeting when funding for this project was requested in 1986, the new system:

- brings efficiency, accuracy and speed to most routine library transactions,
- ties the main library and its branches into a more cohesive service unit,
- provides online access to the collections of other libraries,

- allows compilation of information about which library books are being used, leading to a more reader-responsive growth of collections, and
- creates a master computer record for every new book in the library's collection, which makes possible circulation control, inventory control, a public



Jeffrey P. Allen, Chairman of the Board of Selectmen, and the official opening of the library's new online circulation system.

access catalog, and faster interlibrary borrowing.

Local officials and Library Trustees inaugurated the system at a ribbon-cutting ceremony at the main library on April 26.

Traditional Brookline library strengths were also recognized in 1990. The September issue of Boston magazine gave Brookline's reference desk its coveted "Best of Boston" award, recognizing many years of intelligent, professional information service provided by the library's Reference Department.

Boston magazine was not alone in recognizing Brookline's excellent reference work. Following a class visit to the library a Devotion School student wrote the following note to Reference Supervisor Deborah Abraham:

"Dear Mrs. Abraham,

Thank you for helping me with finding books for research. It would take me twice as long to find a book without your help. Next time I'll probably find a book more easily."

Mrs. Abraham and Library Assistant Anatol Vasilevsky prepared a bilingual (Russian/English) introduction to the library and its services. To publicize this helpful tool and the library's new collection of Russian language books, newspapers and periodicals, Sunday March 11 was designated as Russian Book Day. One hundred and twenty-five participants filled Hunneman Hall to enjoy Russian music and poetry, browse book displays and sign up for library cards.

Jerry Cirillo, Supervisor of the Coolidge Corner Branch,

coordinated a Library Services and Construction Act grant funded through the Massachusetts Board of Library Commissioners. Working with an advisory committee of local senior citizens and Council on Aging staff, Mr. Cirillo used grant funds to add 300 new large print titles to the Coolidge Corner collection and to assemble a variety of low-vision aids (lighted magnifiers, magnifying lamps and hand-held magnifiers) for senior citizens and other library users with impaired vision to use in the library and at home.

Planning for the Future

The Trustees established seven goals for their long range plan:

1. to evaluate the library's collections and to set collection goals so that they can best serve the needs of the community,
2. to improve and upgrade the library's physical plant for collection preservation, security and public service purposes,
3. to develop the fundraising capacity of the library,
4. to increase efficiency, effectiveness and service of library operations through the use of appropriate technology,
5. to continue development of the volunteer program,
6. to promote and expand the use of the Brookline Room by the community, and
7. to offer opportunities for staff development.

In future fiscal years specific objectives will be identified to achieve progress toward each of these seven major goals.

PLANNING AND DEVELOPMENT

Planning Board and Planning Department

Organization and Function

The Planning Board is a five-member citizen committee appointed by the Board of Selectmen to serve in an advisory capacity on town planning and community development issues. Dixon Bain was appointed to the Board in 1990, replacing Toby Langerman who had served a five-year term. Herbert Shivek continued as chairman, as did Bruce Hamblin as clerk. Robert DeVries represented the Board on the Olmsted/Riverway Restoration Project Advisory Committee and on the Project Senior Center Advisory Committee. Dixon Bain was appointed to represent the Planning Board on the Housing Advisory Board.

The Planning Department serves as staff to both the Planning Board and the Board of Selectmen. The Department, with six full-time professional planners plus the Housing Rehabilitation Office, is administered by Planning Director Jay Woodward, who is appointed annually by the Board of Selectmen. Clerical support is provided by Senior Secretary Linda Hickey and CD/Rehab Secretary Derick Yung.

Jay Woodward continued as Brookline's representative on the Metropolitan Area Planning Council, serving on the Council's Executive Committee and as chairman of the Housing Policy Committee. He also continued to serve on the Massachusetts Environmental Affairs Secretary's Technical Advisory Committee on the State-wide Comprehensive Outdoor Recreation Plan.

Zoning and Development Review

Building activity, including renovation of signs and facades, has reflected the sluggish economy. The number of Board of Appeals cases reviewed by the Planning Board and Department in 1990 numbered 65, somewhat fewer than normal. Sign, awning, and facade design review cases are also down, with 70 proposals processed, bringing the year's total caseload of zoning and design review to 135. The Board of Appeals cases were handled by Senior Planner James White and Planner Polly Selkoe, while the cases requiring design review were handled by Senior Planner Ty Zeigler.



14-24 Harvard Street.



7-15 Harvard Street.



685 Chestnut Hill Avenue.

Among the more significant development proposals reviewed by the Planning Board and approved by the Board of Appeals were seven new attached units at 685 Chestnut Hill Avenue, the conversion of the Temple Ohabei Shalom's vacant community center building into low intensity office space (1187 Beacon Street), renovation of 7-15 Harvard Street including additional floor area and new facade and signs, and revised plans for the Bank of New England branch at 1228 Boylston Street. Improvements of commercial signs, awnings, and facades continue in most of the shopping districts. Especially attractive are the improvements at 14-24 Harvard Street in the Village, the continuation of attractive facade renovations in the 900 block of Commonwealth Avenue, new facade and signs at Brookline Volkswagen on Boylston Street, and a new facade, entrance canopy, and landscaping at 850 Boylston Street.

Community Development Block Grant

With the scarcity of resources available to the town,



Temple Ohabei Shalom.

the Community Development Block Grant Program has continued to be a critical resource. Ninety-eight percent of the FY 1990 block grant provided benefits to low- and moderate-income families in the town. With an appropriation of over \$1.2 million, a total of 24 programs and activities benefitted. CD Administrator Gail Lewis supervised the administration of the block grant while providing assistance to the Council for Planning and Renewal CD Committee, the town's advisory citizen group co-chaired by Dixon Bain and Marian Parker. The CPR CD Committee, faced with an increasing level of requests, continued to exercise its prudent judgment to produce a balanced and effective set of program recommendations.

Design consultant John Furlong and Senior Planner Ty Zeigler continued to work with the Engineering Division on design plans for CD-eligible parks, including Pierce and Brook Street Playgrounds, plus town and state-funded Larz Anderson, the Olmsted system, and Warren. CD-funded rehabilitation was completed at Coolidge and Lawton Playgrounds.



Coolidge Playground.

The Housing Advisory Board, established by Town Meeting in 1987, has a long-term advisory role in housing policy and in planning, implementing, and monitoring housing programs. Staff assistance is provided by Senior Planner Robert Leigh of the Planning Department.

Throughout the year, invaluable assistance to the CD and Rehab programs was provided by Special Counsel Sara Wallace.

Housing Rehabilitation Programs

The Housing Rehabilitation Office has continued to provide low interest loans, rebates, and grants to low- and moderate-income property owners and their tenants throughout the town. Program Coordinator Bruce Genest has managed a wide variety of programs, including locally allocated CDBG funds, to provide financial assistance to eligible applicants. Armand Cajigal was hired as the new Rehab Specialist, working directly with applicants and contractors. Sixteen properties totalling sixty-five units were assisted through this office in 1990, with a total public/private investment exceeding \$400,000.

The Revolving Loan Fund provided fourteen households with low interest loans. A total of \$156,000 in loans were made, leveraging an additional \$90,000 of private funding, bringing the total Loan Program rehabilitation to \$246,000.

The Rental Rehabilitation Program (RRP) provided two loans to investor properties totaling \$82,000 in RRP funding, leveraging an additional \$82,500 of private funding, bringing the total RRP rehabilitation to \$165,000. In addition, the RRP was refunded with an additional \$65,000 of program funding.



850 Boylston Street.



308 Boylston Street.

Capital Improvements Program and Technical Services

The Planning Board has continued the Capital Improvements Program process, reviewing proposed capital expenditures of town departments and evaluating them in terms of priorities, fiscal impact, and relationship to the Comprehensive Plan. The Board has worked closely with the Town Administrator who now includes

the Capital Improvements Program within his annual Financial Plan which he submits to the Board of Selectmen.

As in previous years, the Planning Department has provided technical and design services to many town agencies, citizen groups, and individuals. Department staff attended more than 220 evening meetings during 1990.

Housing Advisory Board

The Housing Advisory Board has changed significantly in the past year. Two members were appointed to the Advisory Committee, the Selectmen made several new appointments and one member left to pursue a job opportunity out of state. As a result only two holdover members of the HAB are still on the Board, Mr. Roger Blood, the new HAB Chairman, and Christina Wolfe of the Brookline Housing Authority. New members of the HAB include Mr. Kenneth Jacobson, Vice-Chairman, Mr. Richard Benka, Mr. Dixon Bain of the Planning Board, Mr. William Costin of the Rent Control Board and Ms. Valerie Zimmer.

Developing a workable housing policy for the town and providing affordable housing to qualified residents are still two of the most important issues facing the town today. The Housing Advisory Board, established by Town Meeting in 1987, has a long term advisory role in developing affordable housing policy and in planning, implementing, and monitoring housing programs.

The passage of Article 1 at the last Town Meeting and the subsequent changes in Articles 38 and 39 of the Town By-laws set in motion a number of policies and procedures which will have direct bearing on the supply of affordable housing in the town. The Housing Advisory Board is now directly involved in insuring that affordable housing is provided to income qualified residents of Brookline.

Under the set-aside provisions found in Sections 4 and 5 of Article 39 a rent controlled property containing 10 or more units (Class I Building) can be de-controlled in exchange for a 20% set-aside of affordable units. The HAB suggested both criteria and methodologies to implement the final procedures and requirements for this program, and under new Rent Control Board Regulations reviews and comments to the Director of Rent

Control on all applications submitted under these sections of the town's bylaws.

Under the linkage provisions of Section 7 of Article 39, whereby a property may be decontrolled by making a linkage payment to the Brookline Housing Trust, the HAB again reviews and comments to the Director of Rent Control on all applications submitted under this section of the by-law. The HAB also administers this trust and is responsible for using funds put into the trust from linkage payments and any other sources, to promote affordable housing programs, and assist with the development of affordable housing in the town.

As required by the last Town Meeting, the Housing Advisory Board will be submitting an article to the next Town Meeting outlining the proposed policies, rules, and regulations for the administration of the Brookline Housing Trust.

The third method of decontrolling a Class I building is to convert it to limited equity cooperatives. The by-law changes to cover this procedure were submitted to Town Meeting two years ago by the HAB and subsequently approved. These procedures were also updated and incorporated in Section 6 of Article 39 as part of the recent decontrol by-law changes.

Under this process the HAB becomes the negotiating entity for the Rent Control Board, and after meeting with the developer, recommends a cooperative conversion plan to the Director of Rent Control for approval.

In addition to all of the above, the HAB is the Massachusetts Housing Partnership Local Partnership Board for the town and as such is the local contact for all MHP and MHFA housing and grant programs. The HAB has also, when requested, provided analysis and comment to the Board of Selectmen on warrant articles affecting housing issues.

Council for Planning and Renewal

The Council for Planning and Renewal is a citizen's group organized to support, encourage, and participate in a sound planning and renewal program for the town through citizen education, awareness, and support of planning and encouragement of citizen participation in the process.

During 1990 the CPR, under the leadership of Chairman Abbe Cohen, continued to develop its role as a source of ideas and a leader of discussions by organizing and presenting three major public forums for all the townspeople.

"Brookline in the Year 2000" with projections for the

community from a major regional study by the Metropolitan Area Planning Council was presented by the CPR at Town Hall with discussion and comments by leading citizens on February 1, 1990. Selectman Charles Ames and Planning Board Chairman Herb Shivek joined GreenSpace Alliance President Mike Berger on the panel discussion following the presentation by the MAPC staff members.

"Is a Proposition 2 1/2 Override in the Interests of Brookline" was the topic of a second forum, which was presented at the Devotion School auditorium on May 10,

1990, again with citizen panelists in a timely and appropriate discussion. A lively forum indeed with keen advocacy of both sides of the issue foreshadowed the December 1990 vote on funding a new Lincoln School building.

Finally, the CPR's last forum in 1990 was "Recycling, Is It Good for Brookline" held at Town Hall on October 25, 1990, with Dr. John Locke of the Brookline Health Department and Flo Wilder of the Recycling Committee leading a fascinating presentation of the facts behind the town's new recycling procedures.

Metropolitan Area Planning Council

Thanks to Brookline and 100 other communities, the Metropolitan Area Planning Council could continue to provide communities with regional planning services throughout Fiscal Year 1990. Brookline Planning Director Jay Woodward continued as the town's MAPC representative and is currently serving on the MAPC Executive Committee and as chairman of the Housing Policy Committee.

As part of MetroPlan 2000—the regional development plan—Brookline was included in the following projects:

- a. mapping the sewer service area
- b. detailed analyses of sewer and water capacities
- c. solid waste management analyses and mapping
- d. analysis of local transportation priorities
- e. economic development and housing analyses
- f. open space and resource protection data analyses

MetroPlan 2000 has been presented to the Brookline

Board of Selectmen.

Brookline was also included in these MAPC demographics reports:

- Employment and Income Forecasts
- Population and Age Group Forecasts
- Regional and Community Population and Employment Forecasts
- Business and Residential Growth in Metropolitan Boston

MAPC also tracks recent and proposed commercial, industrial, and residential development projects in Brookline for research purposes. As one of the Inner Core subregion communities, Brookline's representative helped to develop a work program for Core-specific policies and a capital improvements plan; worked to preserve and protect existing affordable housing units; reviewed the 1990-94 TIP against subregional transportation priorities; developed community maps; and examined the state's park and ride program. MAPC appreciates Brookline's continued support and looks forward to further service in the years ahead.

Preservation Commission

The Preservation Commission, consisting of seven regular members, Ruth Dorfman, (Chair), Dennis DeWitt, (Vice-Chair), Judith Selwyn, Sergio Modigliani, Nancy Peabody, Chobee Hoy, and June Richardson, and four alternate members, Nancy Yetman, Joel Shield, Patricia Libbey, and David England, all appointed by the Board of Selectmen, administers two local preservation by-laws. In its capacity for overseeing the Historic District By-law, the Commission is responsible for reviewing alterations to properties in the Cottage Farm and Pill Hill Local Historic Districts. The Commission is also responsible for the identification and protection of architecturally, historically, and archaeologically significant properties in Brookline.

In 1990, the Commission successfully undertook two

projects to increase the public's awareness of the town's history and architectural assets and to recognize noteworthy efforts on behalf of preservation in Brookline. With a \$3,500 matching grant from the Massachusetts Historical Commission, the Preservation Commission was able to produce *Design Guidelines for Brookline's Local Historic Districts* and *Built by Brookline*, a seventy-four page illustrated text identifying and cataloguing buildings and properties built and owned by the town from 1715-1977. Neighborhood walking tours, one for Cottage Farm and one for Pill Hill, were also published. Each has a map, a neighborhood history, and descriptions of significant buildings and historic landscapes.

During National Preservation Week in May, the Commission held a public reception and named eight Pres-

ervation Award recipients. Three residents were honored for their accomplishments: author Nina Fletcher Little, historian Jean Kramer, and teacher Helen McIntosh. The town's Engineering Department received an award in appreciation of its stewardship of irreplaceable primary sources essential for researching the history of local buildings and sites. Four additional awards were offered for the restoration of the S.S. Pierce Building and One Harvard Street and the adaptive reuse of 97 Sewall Avenue and Summit Hill.

Through the Commission's efforts, Brookline was approved for Certified Local Government status by the Massachusetts Historical Commission. One of only 13 communities to achieve this ranking, the town was described by Secretary of State Michael Joseph Connolly as "very active in historic preservation, going the extra mile to ensure that future generations will be able to live in a town that keeps its history alive."

The Commission continued its participation in the review of restoration plans for several National Register historic landscapes, including Larz Anderson Park, Linden Park, and Linden Square. It also consulted with the town's Development Committee, drafting preservation guidelines to assist the Committee in its deliberations. During the year, the Preservation Commission and its staff responded to over 245 inquiries for historical information and requests for technical assistance; worked with the Planning Department in reviewing and commenting on 57 Planning Board cases; reviewed and acted on 40 cases involving restoration or new construction in the town's two Local Historic Districts; received and processed 19 applications for demolition permits; and reviewed and commented on 31 applications to the Town Rehabilitation Office.

Finally, in 1990, the Commission and staff bade farewell to their colleague, Barnett Berliner who served on the Preservation Commission and its predecessor, the Historic District Commission, for eleven years. The



St. Mary's Rectory—This building was restored with technical assistance from the Preservation Commission.

Commission will miss Mr. Berliner's sound architectural advice, warm personality, and sense of humor. Local architect Sergio Modigliani replaced him as a regular Commission member, and David England was appointed an alternate member.

Building Commission

The following projects were completed in 1990 under the supervision of the Building Commission: replacement of the roof of the 1938 wing of the High School, Phase II of the asbestos removal project, implementation of the Hazard Emergency Response Act (AHERA), asbestos removal at various fire stations, awarding of the contract for the Municipal Pool Dehumidification System, design of the Lawrence School Boilers, Phase II of the Highway Garage Site Environmental Study, acceptance of feasibility studies for the Lincoln School

and the Senior Center, completion of a preliminary study of the Heath School Oil Problem and then the award of a contract for the Oil Recovery System Design, and design of the Heath School Computer Room Dehumidification System.

In the coming year, the Commission will be working on the design of the Lincoln School, a study of the renovation of the Warren Playground Center, and varied major repair and renovation projects.

Housing Authority

General Information

During 1990, the membership of the Authority was as follows:

Frank M. Moroney, Chairman
 Pamela Goodman, Vice Chairwoman
 Christina Wolfe, Treasurer
 Barbara Dugan
 Frank Smizik
 Brian M. Cloonan, Executive Director

In 1990, the Brookline Housing Authority welcomed Barbara Dugan as a Commissioner. Ms. Dugan, a former President of the townwide Tenant Association replaced a retiring Harriet Bremner. Ms. Bremner retired after 28 years of service on the BHA Board. A large festive, well attended tribute to Ms. Bremner for her numerous contributions was held in May of 1990.

The following programs are administered by the Authority:

Federal Assisted:	Units
Walnut St. Apts. 22 High Street 4-42 Walnut Street	Family 72 Elderly 28
Sussman House 50 Pleasant Street	Elderly 100
Arthur O'Shea House 61 Park Street	Elderly 99
Theresa Morse Apts. 90 Longwood Avenue	Elderly 99
John W. Kickham Apts. 190 Harvard Street Section 8 leased Housing	Elderly 39 309
State Assisted:	
High St. Veterans 6-30 New Terrace Road 176-224 High Street 186-218 Chestnut Street	Family 177

Egmont St. Veterans 51-85 Egmont Street 338-348 St. Paul Street 209-221 Pleasant Street	Family 114
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Trustman Apartments 7-33 Egmont Street 144-156 Amory Street 337-347 St. Paul Street	Family 50 Elderly 34
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Col. Floyd Apts. 32-40A Marion Street 19-36 Foster Street Ext.	Elderly 60
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Condos Chapter 707 Leased Housing	2 220
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Information on applications and eligibility can be obtained by writing or calling the Authority's Application Office at 90 Longwood Ave. (277-1885)

Program Activities

The BHA signed three major contracts for improvements at 22 High/Walnut Street Apartments. Reroofing the low rise buildings is complete. Replacement of all 100 kitchens and bathrooms is scheduled for early spring. A major facelift to the mid-rise building (22 High Street) including balcony renovations, window replacement, heat system replacement, site and parking improvements, and modifications to accommodate 5 wheelchair access apartments is also scheduled for a spring 1991 start.

Landscape improvements at Egmont St. apartments were completed and a design approval for the Chestnut St. parking area completed. Funds for these two programs were from the town's CDBG program.

Lastly, the BHA extends thanks to those who provided many services to BHA residents. Police, Fire, school counselors and educators, and Council on Aging workers are so important to quality of life issues. These services are greatly appreciated.

HUMAN RESOURCES

Health Department

1990—A Year Of Competing Demands

In entering the century's final decade, the Department, as in so many recent years, faced the need to continue old and established health programs while, at the same time, trying to confront new challenges to the health of the community. Just as the long recognized threat of childhood and other infectious diseases demonstrated that they still require vigilance and continued attention, threats of destruction of atmospheric ozone by the careless use and disposal of chlorofluorocarbons, and the uncertain health effects of low frequency electromagnetic radiation present new and perhaps urgent demands for response by the public health community. One fact now appears inescapable; the resources presently available in the Department's budget are not adequate to provide effective program efforts against the public health challenges—both old and new—which now threaten the community.

Administration

The Department sustained significant budget cuts for the third consecutive year, having further impact on the delivery of programs and services. In the most recent budget cuts, a clerical position and a part-time custodial position were eliminated. Since staff members are the strength of a small agency, the loss of these two positions is already affecting the ability to maintain normal office procedures and the level of cleanliness and facility maintenance. The cumulative effect of budget reductions in the past several years has reached all areas of departmental operations; reducing many and eliminating some.

Ironically, as resources have decreased, revenues generated have increased substantially. By raising fees for permits and licenses, increasing fees for services, and the introduction of new charges for various services, revenue in the second half of 1990 nearly doubled from the previous year.

The Department took further steps to combat the adverse health effects of tobacco smoke by sponsoring a proposed bylaw at the Annual Town Meeting. The bylaw will regulate the sale and distribution of tobacco products by prohibiting tobacco give-aways, requiring a permit for the sale of tobacco products, and restricting tobacco product vending machines. Following its nearly unanimous adoption, the sections of the new bylaw dealing with vending machines were disallowed by the Attorney General due to possible conflicts with licensing provisions of state law. Because vending machines are believed to be an important factor in supplying cigarettes to minors, the vending machine restrictions were reinstituted as local health regulations, and will take effect early in 1991.

Environmental Health Services

Staffing continued as an important concern, with the recruitment of two new sanitarians to replace inspection staff who left during the year. While staff-building consumes a great deal of time and energy, it is an essential task in order to maintain the department's capability of providing comprehensive inspection services in the community.

The primary focus of the inspection program continued to be the enforcement of the State Sanitary Code, especially the sections dealing with housing, food establishments, and swimming pools. The Housing program again recorded more than a thousand inspections, based on complaints received from residents. Violations identified during the inspections resulted in over five hundred written order letters, and more than a hundred court actions were taken to gain compliance. A large number of inquiries, from both landlords and tenants, were resolved by telephone or by mailing out 'fact sheets' describing the requirements of the Housing Code.

The Food Protection program completed nearly 900 inspections of licensed food establishments to determine compliance with the State Sanitary Code. While the total number of inspections more than met the state mandate of an inspection of each establishment once every six months, it is believed that a substantially greater inspection presence is required to adequately ensure the safety and quality of the community's food supply. These inspections identified more than 3,800 violations, of which approximately 20% were classified as critical in nature. All food establishment inspection reports are entered into a computer in order to facilitate review, follow-up, and the scheduling of future inspections.

For the second year, a series of compliance surcharges were assessed against food establishments which required more frequent inspection visits or for which administrative or enforcement actions were needed to achieve compliance with Code requirements. This approach places much of the cost of additional follow-up measures on the shoulders of establishments unable or unwilling to demonstrate timely compliance, reducing, in turn, the cost to the majority of food establishments which operate as required without the need for close regulatory supervision.

Community Health Services

The Community Health programs offered by the Department are aimed at maintaining and improving the quality of life for town residents through disease prevention and health education. Although budget reductions have occurred in staffing hours, over 4,800 people have

been served by one or more of the various programs offered.

Attendance at the annual flu immunization clinics was increased by over 100 people this fall, brought about partly by increased media coverage and public health education regarding the severity of the impending flu for the 1990-91 flu season.

The Day Care inspection and licensing team continued to maintain a vigil over the well-being of over 2,000 Brookline children attending both Group and Extended day care programs. Because of drastic budget decreases in the State's Office For Children, it becomes even more important for the town to maintain this function.

Over 300 clinic and home visits were provided to the children enrolled in the Child Health program. The pediatric nurse practitioner monitors the growth and development of over 120 youngsters and provides timely immunizations and other basic health care services for these newborn to 12 year olds. When necessary, referral to other appropriate agencies is coordinated. All of this is accomplished with a part-time nurse practitioner.

The dental clinic, under the auspices of Boston University, provided care to over 200 children and will have screened all of the youngsters in the 1st, 3rd, and 5th school grades for signs of dental disease. The dental care clinic was closed by Boston University in December, after thirty years of operation. Negotiations were immediately initiated with Tufts University School of Dental Medicine and arrangements are being completed for Tufts to restore clinic operations early in 1991.

The communicable disease follow-up and tuberculosis investigation component continues to demand increased effort as there are a large number of emigres

now residing in Brookline, each of whom must have a T.B. screening test upon their arrival. Together with the routine monthly testing clinic, over 400 mantoux (T.B.) tests were conducted.

There has also been an increase in the incidence of food-borne illnesses such as campylobacter and salmonella, possibly due to the improper handling of raw chicken and raw eggs. Brookline is also experiencing an increase in the number of childhood illnesses such as measles and pertussis. This may indicate that some children are not receiving timely and proper immunizations.

Unfortunately, the activities of the Drug and Alcohol Coordinator have not slowed. If anything, there has been an escalation of cases with heroin use and abuse. The Coordinator conducted substance abuse assessments and counseling sessions for over 200 residents and municipal employees, along with conducting weekly education programs.

Plans are underway to reintroduce TAP—Training Alcohol Providers—workshops for all Brookline liquor license holders, in order to assist them in complying with new rules and regulations mandated by the Board of Selectmen.

As Massachusetts faces severe budget restraints, it becomes imperative that the town continue to provide some of the health care needs, as limited as they are, for Brookline citizens. When income declines, stress levels escalate, and a sense of good physical and mental health may seriously deteriorate. For many, the ability to sustain health insurance coverage will diminish, placing more families at increased risk. Brookline in the past has placed strong emphasis on the "quality of life" which it has always been able to offer...Now we face the challenge of living up to that ideal!

Human Relations/Youth Resources

The Human Relations-Youth Resources Commission was established in 1970 as the official town agency dealing in the areas of intergroup relations, civil rights and youth advocacy. During its twentieth anniversary year, the Human Relations-Youth Resources Commission directed a significant amount of energy toward community outreach programming.

Chairman Howard Prunty and Vice-Chairman Harold Koritz were re-elected to their respective offices. Membership changes occurring during 1990 included the departure of Ruth Flaherty and Isabella Hinds and the appointment of Assunta Cha and Douglas Shatkin.

Administration

The Human Relations-Youth Resources Commission staff included Director C. Stephen Bressler and Secretary Ongelita Mockabee-Miles.

In addition to his work in community relations, the

Director is Brookline's Affirmative Action Officer, Fair Housing Officer, Minority/Women Business Enterprise Officer, Contract Compliance Officer and Section 504 Officer (and serves as Ombudsman for Cable Television Operations and is Project Coordinator of the Holocaust Witness Project). In the course of implementing the town's Affirmative Action Programs, the Director communicated with department heads and state equal opportunity officers and members of various minority communities in Brookline and Greater Boston. Comprehensive Affirmative Action compliance reports were prepared for the U.S. Equal Employment Opportunity Commission, U.S. Department of Housing and Urban Development (HUD) and the Massachusetts Commission Against Discrimination (MCAD). The Affirmative Action Program has resulted in an increase in participation of minorities and women in the town workforce. Satisfactory Affirmative Action compliance also had a

direct impact in enabling Brookline to receive much needed federal and state funds.

Commission Programming

Aside from numerous sub-committee work sessions, the Commission held eight staff assisted meetings in 1990. Program committees this year were: Special Committee (to hold public hearings on racism and anti-Semitism), Neighborhood Study Committee, Martin Luther King Jr. Day Planning Committee and the Youth Award Committee. The full Commission serves as the Fair Housing Committee.

Program highlights of 1990 included:

- **Martin Luther King Jr. Day** The Commission sponsored Brookline's second annual Martin Luther King Jr. Day on Sunday January 15 at the Devotion School auditorium. Approximately 200 persons attended the function. In addition to local political and religious speakers, Brookline public schools students provided musical selections and inspirational readings. The featured speaker was WCVB-TV news anchorman Jim Boyd.

- **"Perspectives on Prejudice: It's Not Just Black and White"** The Commission and the Anti-Defamation League co-sponsored a community awareness seminar on racial and religious bigotry on February 14 at the Brookline High School Auditorium. The program was carried live in Brookline and Boston by Cablevision of Brookline. Featured speakers were Norfolk County DA William Delahunt, MCAD Chairman Alex Rodriguez, ADL Director Leonard Zakim and Asian community activist Assunta Cha. The program was moderated by WBZ-TV Anchorwoman Pam Moore.

- **"Is There Racism or Anti-Semitism in Brookline?"** The Commission sponsored community awareness hearings on March 5, 21 and 29 in the Selectmen's Hearing Room. The second and third hearings were carried live by Brookline Community Cable. The hearings offered residents and others an opportunity to express their views and concerns on these important matters. Subsequently, a report based on the hearings was presented to the Board of Selectmen.

- **"Anti-Semitism on the Right and Left"** The Commission co-sponsored this informative program with the Workmen's Circle at their Beacon Street building on May 16. Speaking at this program were Commission Director Stephen Bressler and Anti-Defamation League Civil Rights Director Sally Greenberg.

- **Presentation on the Lincoln School** June 9, the Commission's Neighborhood Study Committee introduced Lincoln School Principal Kevin Andrews, who spoke extensively on the Lincoln School, its students and faculty, successes and problems, its past and its future.

- **1990 Youth Awards** The Commission's annual Youth Awards (co-sponsored by the Brookline Rotary) were given out at the evening session of the June 19 meeting of the Board of Selectmen. This year's winners

were: Community Service Award Recipient (plaque and \$125) Sucheta Doshi; Human Relations Awards (plaque and \$125) Tristan Weinkle and Gloria Wong; letters of Commendation (letter and \$25) Anthony Andino, Jennifer Canney, Mike Disario, Gabe Hearing and Rachel Strom.

In addition to receiving and discussing reports from the Director, selected issues focused on by the Commission at its monthly meetings included: January—the budget; Martin Luther King Jr. Day program; Community Awareness Seminar on Racism and Anti-Semitism; Special Committee update; Neighborhood Study Committee; sensitivity training at the police department; February—town budget problems and the impact that will have on the Commission and its programs; Community Awareness Seminar; Special Committee progress Report; Commission-School Department cooperation in programming; March—the budget; Special Committee hearings progress report; Neighborhood Study Committee report; report on Black Achievement in the Brookline schools; April—discussion on special Committee hearings; youth awards update; Holocaust memorial program; the budget; annual EEO-4 report on Affirmative Action; June—presentation on the Lincoln School; finalization of youth awards program; completion of 1990 Child Care Guide; anti-Semitic incidents; September—report to Board of Selectmen on recommendations arising out of special hearings; the Persian Gulf crisis and rumors of discrimination against Arabs; discussion on programming priorities for the year; wheelchair accessibility at Brookline High School; October—report on meetings with neighborhood associations; analysis of Dee Brown incident in Wellesley; support of state's Kosher food bill; Brookline Housing Authority tenant profile; report on September Justice Department conference on refugees; December—police/community relations; 1991 youth awards; report on regional conference on human relations commissions; background report on anti-Catholic literature being distributed in town.

Regional Programming

The Director participated on the planning committee and was a panel moderator at a state-wide program on human relations/rights commissions. He also represented the town at a conference sponsored by the U.S. Justice Department on "Issues of Access for Newcomers: Health, Housing, Education, Public Safety, and Other Services," at a conference sponsored by the U.S. Department of H.U.D. on Section 504, and at two conferences on Affirmative Action sponsored by the Association of Affirmative Action Professionals and the Massachusetts Department of Personnel Administration. He also participated in programs of the Greater Boston Civil Rights Coalition and the Committee on Catholic-Jewish Relations of the Archdiocesan Ecumenical Commission.

Publications

500 copies of the 1990 edition of the very popular "Child Care Resource Guide" were published and distributed.

Media Outreach

In 1990, Commission activities, members and staff were featured in numerous articles in the Brookline Citizen, Brookline Journal and Brookline Tab.

Holocaust Memorial Committee

On May 8, the Holocaust Memorial Committee, co-chaired by Regine Barshak and Leon Satenstein, presented a proposal to the Board of Selectmen for the creation of a Holocaust Witness Project. The goal of the project, to be funded through private contributions, is to collect and preserve the testimony of Brookline residents who were witnesses (survivors and American soldier-witnesses) to the Holocaust. This project has been the primary activity of the Committee this year.

In order to implement the project, Committee member Stephen Bressler was named as Project Coordinator. During 1990, ten individuals, all survivors of the Holocaust, were interviewed utilizing the facilities of Brookline Access Television and local area colleges. The principal interviewer was honorary Committee member Professor Lawrence L. Langer of Simmons College. Other interviews were conducted by Mr. Bressler and Mr. Satenstein. Nine of the interviews were conducted in English while one was conducted in Yiddish. By the end of the year, more than 22 hours of testimony had been recorded.

As part of the project, the Committee also intends to establish a Brookline Holocaust Archive at the Brookline Public Library and has been in consultation on the

matter with Town Librarian Michael Steinfeld. Video-tapes and related materials will be kept at the library and will be made available for educational purposes. In addition to local use of the tapes, the Committee is also sending copies to the Fortunoff Video Archive for Holocaust Testimonies at Yale University where they will be used for scholarly research.

Thus far, the project has averaged three interviews per month and expects to keep that pace through 1991. The Committee also wishes to have transcripts made of the testimonies and to arrange to have subtitles superimposed over any tapes where the interview was not conducted in English.

On December 18, the Committee presented a status report on its activities to the Board of Selectmen. Included in the presentation were two moving excerpts of one of the interviews. Chairman of the Board of Selectmen Jeffrey Allen saluted the Committee on behalf of the entire Board. He said that the Holocaust Witness Project is a tremendous commitment to the town and will be a great resource for the town. Chairman Allen noted that these interviews will make sure that people will never forget the Holocaust.

CATV Monitoring Committee

Officers for 1990 were Tobe Berkovitz—Chairman, Catherine Shaffer—Vice Chairman and CATV Ombudsman C. Stephen Bressler—Secretary. Members leaving during 1990 were Ann Gallagher and Wendie Wallis.

The CATV Monitoring Committee was created by the Board of Selectmen in 1984. The purpose of the Committee is to monitor Cablevision of Brookline's compliance with the provisions of its license to operate a CATV franchise in the community. Persons chosen to serve on this Committee fit one or more of the following categories: 1) consumer of CATV services, 2) technical expertise or experience in video production, 3) legal expertise or 4) media expertise of a non-technical nature. During 1990, the committee received staff and budgeting support through the Human Relations—Youth Resources Department.

In 1990, the Ombudsman handled 185 complaints and inquiries from Brookline residents relative to CATV. This figure was down substantially from 313 the previous year. The Ombudsman was in frequent contact with Cablevision of Brookline administrative staff and con-

sulted with his counterparts in Boston (also served by Cablevision) and other communities, as well as with officials at the Massachusetts CATV Commission.

This year, the Committee held six staff-assisted meetings. An Easements Subcommittee was formed to assist Cablevision and town residents who were unable to obtain CATV because of the refusal of property owners to grant rights of entry. There was considerable communication between the Committee and the Board of Selectmen. Monitoring Committee meetings were open to the public and were attended by representatives of Cablevision and Brookline Community Cable. The Committee's activities were regularly reported on by the Brookline Citizen and Brookline Tab.

In addition to receiving and discussing regular reports from the Ombudsman, the Committee focused on the following issues: January— easement difficulties; Cablevision's telephone answering system; special construction situations; the 1990 rate adjustment; matters involving the separation of Cablevision of Brookline from Cablevision of Boston; March— status of equipment provided for Brookline Community Cable by

Cablevision of Brookline; Cablevision's telephone answering system; quality of picture reception; April—update on telephone answering formula; update on the Cablevision program production facilities; July—update on customer service; status of Cablevision's automatic telephone answering system; update on the Public Institutional Network (PIN); report on walk-through of Cablevision's program production facilities; ACE award to Cablevision of Brookline's "Cable Comedy Show"; October—Cablevision's proposal to modify performance

bond; Cablevision's activities in reducing the amount of "cold areas" (those sections of town that have cable in the streets or on telephone poles, where the signal has not been activated); recommendations for prioritizing PIN locations; damage to Cablevision equipment due to electrical storm; December—rumored staff changes at Cablevision which, if implemented, would be in violation of the license; discussion on changes in, and the dropping of, community-oriented programming; and further discussion on the PIN.

Council on Aging

The Brookline Council on Aging, composed of citizen members and statutory members representing town departments operates five multi-service senior centers, three of which are at public housing for the elderly and two at the Pierce and Devotion Schools. All five offer information and referral and counseling services. Week-day hot lunches are served at 50 Pleasant Street and 90 Longwood Avenue and at the schools. Transportation is provided by an Elderbus and a cab-discount coupon program co-sponsored with Red Cab and Bay State Taxi.

The Council cooperates with public and private agencies that serve the elderly. Brookline's Adult and Community Education Program, the Recreation Department, and the public library all sponsor senior educational, social, and cultural programs. The Health Department offers blood pressure and cholesterol screenings and flu shots, and private organizations like the Vision Foundation, Tufts University Dental School, and the Nutrition Center of Beth Israel Hospital have made special presentations to Brookline seniors.

West Suburban Elder Services, the agency in the area that administers state and federally funded services to elders, has traditionally provided home-care services to older persons and continues to do so for the frailest of them. Because of 12% cuts in the WSES budget last year, however, a number of elders who still need help with independent living have lost these benefits. Brookline's Home and Escort Linkage Program

(HELP), which finds home-care workers who, for a reasonable rate, perform such tasks as cleaning, cooking, errands and chores, has in many cases been able to pick up the loss. Last year saw 163 new elderly clients for HELP, to make a total of 273 open cases. The program also added 47 new home-care workers, almost doubling the previous year's recruiting efforts. A new staff person has been hired to work with HELP.

As the older population ages, the counselors at the Council on Aging have seen a dramatic increase in referrals: 30 more last year than in the year before. Almost 90 cases are currently being followed. Of these, 19% are over 90, 42% are in their 80s, and 36% are over 70. Nearly half are low-income, with little or no care from families, and serious family dysfunction burdens others.

Growing cooperation with the schools on intergenerational programs has been a bright note this year, with a seniors-and-students pen-pal club formed at Runkle School and a Back-to-School Day for older people at the High School. The Council is working with the School Department to establish more such programs system-wide.

A feasibility study for a new Brookline senior center was completed this year, and presented three options that might be chosen with no out-of-pocket expense to the town. A Senior Center Advisory Committee has been established to explore these options more fully and make recommendations to the Board of Selectmen.

Veterans Services

The Department of Veterans Services is mandated by Massachusetts General Laws, Chapter 115, as most recently amended. The department is responsible for assisting needy veterans and/or their dependents with ordinary living and medical expenses. The scope of these expenses is regulated by directives issued by the State Commissioner of Veterans Benefits and Services. Assistance for ordinary living expenses includes rent, food, clothing, utilities, etc. Medical assistance includes

expenses for hospital inpatient or outpatient stays, medications, doctors' visits, laboratory work, dental care, and stays at nursing homes. All medical bills are paid at a rate set by the state. The department also covers the cost of Blue Cross/Blue Shield Special Medex coverage for veterans and their dependents to ensure the coverage of large hospital bills.

The Town of Brookline appropriates the full amount of money that is needed to assist the veterans and/or their

dependents. Each month a report is submitted to the Office of Commissioner of Veterans' Services itemizing the amount of expenditure and what it is for. As per Massachusetts General Law, Chapter 115, the state is required to then reimburse the Town of Brookline 75% of all approved expenditures one year from the date of actual expenditures.

This department is also obliged to file for all Veterans Affairs Benefits that the veteran may be entitled to, as well as other federally funded programs, such as Social Security and SSI. The staff is presently handling about 45 to 50 cases per month. The amount of Veterans Administration direct payment benefits to veterans and/or their dependents for the last calendar year was in excess of \$525,000. This amount, plus having Veterans utilize the Veterans Administration hospitals and outpatient clinics, is a direct savings to the Town of Brookline and the state.

Veterans and/or their dependents are also assisted in their search for housing by assuring that they will have the necessary down payments and/or security deposits required by private landlords or the Brookline Housing Authority. This, too, is stipulated in a directive set forth by the Commissioner.

Copies of discharge records and vital statistics of every Brookline veteran are maintained in the department. Grave registrations are also maintained by the department which ensures that every veterans' grave is decorated with a flag on Memorial Day. The count is currently over 2,700 veterans interred in Holyhood,

Walnut Hills, and Walnut Street cemeteries. The Board of Selectmen recently approved the appointment of Peter McDonald, a retired member of the Brookline Police Department to be the new Graves' Registration Officer. It will be his responsibility to see that each grave is decorated. The department, in conjunction with the Allied Veterans Council, is responsible for the Memorial Day and Veterans' Day Ceremonies.

The Fall Town Meeting approved the dedication of squares in memory of two Brookline men who lost their lives for their country during the Vietnam Conflict. The squares to be dedicated this spring are the "John H. Moreno Square" at the intersection of Washington Street and Boylston Street and the "Arthur P. Murphy, Jr., Square" at the intersection of Grove Street and Allandale Road.

The Civil War Monument at the Town Hall was refurbished this fall. With the efforts of Mr. Ray Moreno of the Building Department, new glass was installed in the cases and the lettering was refinished enabling the names to be read more easily.

The Veterans Services Department serves as a "one stop" center for veterans. In addition to duties to aid, assist and advise, as stated in Chapter 115 of the Massachusetts General Laws, the department counsels, files claims, explores every avenue of resource and revenue available, rehabilitates, makes veterans aware of their own assets, and treats them as human beings with dignity and courtesy. The staff believes they have earned this through their service to our country.

Rent Control Board

1990 was a year of great change at the Rent Control Board. The October 1990 Town Meeting passed a major rent control reform package which will gradually create a means-tested income-targeted housing program with 10% of the town's housing stock devoted to low-to-moderate income housing. The program decontrolled all owner-occupied two and three family homes on February 1, 1991. Other units in two and three unit buildings will be decontrolled on June 30, 1991 unless they are occupied by elderly, handicapped, or low-to-moderate income tenants. Rental units in 4 to 9 unit buildings and in 10 or more unit hybrid buildings are decontrolled upon voluntary vacancy, tenant purchase or lawful eviction. Rental units in 10 or more unit buildings, in which all the units are rent-controlled, can participate in an inclusionary housing program. The owner can contract with the town to set-aside 20% of the units for low-to-moderate income housing, pay a linkage fee of 24 times the maximum monthly rent, or create a limited equity cooperative.

In the decontrol programs, tenants who occupied a unit at any time between August 1, 1990 and February 1, 1991, and in the inclusionary housing program,

tenants who occupied the unit within six months prior to the date of the application are entitled to continuing rent control protection.

The new By-law contains anti-harassment provisions to protect tenants from being forced to move out. It is illegal for the landlord to harass, coerce, make false statements, or fail to provide repairs or other services.

For the first time, the Board compiled and published an inventory of controlled rental units with their exemption and removal permit status indicated. It received many requests for clarification and correction which it began to process. As a result of this inventory, many condo and two and three family homeowners became aware of their rent-controlled status and filed for exemptions. The Board's caseload increased dramatically. 400% more applications were filed in 1990 than in 1989 (6,013 in 1990 compared to 1,518 in 1989)

The Board revised its procedures for staff-issuing uncontested permits, enabling it to deal with the flood of applications. Through more efficient case processing and hard work, the staff increased its productivity 540%. The Board issued 4,302 decisions in 1990 compared with 796 in 1989. The time for processing cases contin-

ued to diminish from an average of 93 days in 1989 to an average of 87 days in 1990.

As in prior years, the Board experienced considerable staff turnover at all levels of employment. The assistant director, hearing examiners and a secretary left and were replaced. The senior hearing examiner position was upgraded in an attempt to encourage more job longevity. The recording secretarial position which had been part-time was converted to a full-time position to provide secretarial support for the hearing examiners.

Members of the Board changed as well. Joan Zorza, a public interest representative, resigned and Terri Scheff replaced her. Rita K. McNally resigned her position as Vice-Chairman (although remaining on the Board) and was succeeded by William Costin.

The Board generally adjusted controlled rents by varying percentages based upon the unit's type of heat: 8% for landlord provided oil heat, 4.25% for landlord provided gas heat and 5.1% for tenant provided heat.

FINANCE

Assessors

Harold A. Petersen, Phd. was appointed to the Board of Assessors for a three year term effective September 1, 1990. Dr. Petersen brings extensive knowledge to the Board drawing from his experiences as a long time resident and town meeting member as well as his status as professor of economics at Boston College.

The Board of Assessors wishes to thank Richard S. Kates, Phd. for his dedicated service to the Board. Dr. Kates served on the Board of Assessors for two consecutive three year terms starting in September, 1984.

Effective September 1, 1990, the members of the Board of Assessors were Jeffrey M. Epstein (Chairman), George T. McNeilly and Harold A. Peterson.

The Assessors Office experienced changes that will enable it to keep on the leading edge of assessment administration during the 90's. New computer systems were procured and implemented which give the depart-

ment modern capabilities in areas of computer-assisted mass appraisal and tax accounting. The majority of work on the fiscal year 1991 revaluation was performed during 1990 utilizing these new computer based systems. The department is much better equipped to perform revaluations in-house using town personnel and equipment.

The Assessors Office has taken steps to further the level of professionalism within the department. Linda S. MacDonald became the fourth assessor to obtain her Massachusetts Accredited Assessor designation. Other staff members took courses offered by the Massachusetts Association of Assessing Officers in an effort to broaden their knowledge and earn professional designations.

Due to the on-going effort to complete the FY-91 Revaluation, the tax rates for FY-91 were not established in time to be included in this report.

Treasurer—Collector

REPORT OF RECEIPTS & DISBURSEMENTS IN ACCORDANCE WITH G.L. CH. 41, S. 35

Cash on Hand 6/30/89	\$8,177,119
FY 1990 Receipts	<u>123,962,750</u>
Total	132,139,869
FY 1990 Disbursements	<u>118,547,938</u>
Cash on Hand 6/30/90	\$13,591,931

DETAILED STATEMENT OF CASH ON HAND 6/30/90

Bank of Boston	\$44,082
Bank of New England	1,034,669
Baybank Norfolk Trust	
Comm. Dev. Escrow	17,085
Comm. Dev. Grant	59,116
General	6,835,836
Boston Safe Deposit & Tr.....	1,029,144
Brookline Co-op	893,756
Brookline Savings	95,707
Capitol Bank & Trust	57,213
Shawmut Bank of Boston	58,741
State Street Bank & Tr	652,105
US Trust	<u>28,621</u>
Subtotal	\$10,806,075
Pooled Investments	523,071
Cash & Checks in Office....	439,973
Cash Memoranda	35,959
Trust Funds	<u>1,786,853</u>
Total	\$13,591,931

DETAILED STATEMENT OF TOTAL FUNDED DEBT 6/30/90

Schools & Sites	
*School Repairs(1984)....	\$500,000
*Hi Schl Roof (1986)	72,000
*Hi Schl Roof-I(1989)....	120,000
*Hi Schl Roof-II(1989)	300,000
*Runkle Schl Impr(1987)..	840,000
*Pierce Schl Impr(1987)	110,000
*Linclon Schl Impr(1987).	290,000
*Sci Labs(1989)	4,070,000
*Pierce Schl Rehab(1989).	<u>3,235,000</u>
Subtotal	\$9,537,000

Public Buildings & Sites	
*Urban Renewal/B-2(1984).	\$930,000
Water Garage(1984)	500,000
Park Forestr Gar(1984)...	75,000
Fire Sta Roof(1987)	70,000
Hwy Gar/Ph I(1987)	300,000
Clark Plgrnd(1989)	300,000
Town Hall Roof(1989)	<u>40,000</u>
Subtotal	\$2,215,000

Sewers/Drains, Water Mains	
*Water Mns/Relay-Reline(1980)	\$1,000,000
*Water Mns/Relay-Reline(1986)	1,235,000
*Water Mns/Relay-Reline (1987)	1,850,000
*Water Mns/Relay-Reline (1989)	<u>300,000</u>
Subtotal	\$4,385,000

EQUIPMENT

*Remote Water Metr(1984)	\$250,000
Golf Irrig Sys(1984)	125,000
Parking Meters(1986)	56,000
Parking Meters(1989)	290,000
Comp Sys/Ph I(1986)	450,000
Comp Sys/Ph II(1987)	180,000
Tel Sys/Ph I(1986)	109,000
Tel Sys/Ph II(1987)	70,000
Library Automt(1987)	<u>370,000</u>
Subtotal	\$1,900,000

MISCELLANEOUS

Energy Conserv Project(1986)	\$213,000
Total	\$18,250,000
*Outside Debt Limit	

LIMIT OF INDEBTEDNESS

Equalized Valuation	\$3,040,005,404
Debt Limit-5%	152,000,000
Amount of Debt Outside Limit	14,852,000
Net Debt Subject to Debt Limit	3,398,000
Remaining Borrowing Capacity	\$148,602,270

LOANS IN ANTICIPATION OF TAX REVENUE

Bank of New England	\$1,500,000
State Street Bank & Tr	<u>4,500,000</u>
Total	\$6,000,000
Interest Paid on Loans in	
Anticipation of Tax Revenue	\$56,454

REVENUES EARNED IN FY 1990

Interest on Investments	\$815,558
Misc Interest & Fees	404,672
Total	\$1,220,230

Comptroller

The Town Comptroller is responsible for maintaining and administering a financial accounting and management information system that provides accurate, complete and timely information pertaining to all financial activities of town departments (including schools), agencies, commissions and authorities. The comptroller is also responsible for oversight of compliance with all local, state and federal statutes, regulations and other mandates, as well as adherence to generally accepted accounting principles (GAAP) and sound internal control procedures as prescribed by generally accepted governmental auditing standards (GAGAS).

In order to carry out its responsibilities the department has established the following objectives for the ensuing fiscal year:

1. Continue to issue timely and relevant financial management reports to departments for control and analysis purposes
2. Continue timely monthly financial transaction closings
3. Expand and improve the training of departmental financial information system users
4. Develop a flexible financial reporting capability to enable quick response to special requests
5. Assist with the selection and installation of an improved and state-of-the-art payroll/personnel information system
6. Prepare for a timely annual C.P.A. audit and issuance of relevant audit reports
7. Continue with the development and installation of an improved cash receipts reporting system
8. Oversee compliance with reporting require-

ments from state and federal grantors to insure uninterrupted local aid and other grant/entitlement fund distribution

9. Maintain the appropriation and expenditure control system to prevent illegal overexpenditures
10. Maintain custody control and legal compliance over vendor contracts and surety bonds
11. Oversee compliance with the newly enacted uniform state procurement act (Ch. 30B)
12. Continue to account for fixed asset acquisitions pursuant to the 1988 town meeting resolution
13. Enhance the financial reporting and fiscal controls over the several hundred town trust funds
14. Establish a "free cash" monitoring and update reporting system
15. Continue to instill departmental pride in provision of service with excellence to all.

This past year was filled with accomplishments. Of most importance was the department's ability to finalize the year end closing within 60 days and obtaining "certified free cash" earlier than usual. The office was also able to continue to promptly meet vendor obligations and grantor reporting requirements. The staff was able to handle increased volumes without additional resources. They deserve a great deal of gratitude and praise.

Rather than continuing with past custom, the annual audited financial report is no longer printed within this report. Copies of the report are available for inspection in the Comptroller's Office, the town's main library or in the office of the Town Clerk.



TOWN OF BROOKLINE, MASSACHUSETTS

General Purpose Financial Statements
and Required Supplementary Information

Year Ended June 30, 1990

(With Independent Auditors' Report Thereon)

TOWN OF BROOKLINE, MASSACHUSETTS

General Purpose Financial Statements
and Required Supplementary Information

Year Ended June 30, 1990

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INDEPENDENT AUDITORS' REPORT

To the Board of Selectmen
Town of Brookline, Massachusetts:

We have audited the general purpose financial statements of the Town of Brookline, Massachusetts, as of and for the year ended June 30, 1990 (except for the pension trust fund which is as of and for the year ended December 31, 1989), as listed in the accompanying table of contents. These general purpose financial statements are the responsibility of the Town's management. Our responsibility is to express an opinion on these general purpose financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards and Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the general purpose financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

The Town has not maintained records of the cost of its general fixed assets and, therefore, a general fixed asset group of accounts is not presented in the accompanying general purpose financial statements as required by generally accepted accounting principles.

In our opinion, except that the omission of a general fixed asset group of accounts results in an incomplete presentation, as discussed in the preceding paragraph, the general purpose financial statements referred to above present fairly, in all material respects, the financial position of the Town of Brookline, Massachusetts, at June 30, 1990 (except for the pension trust fund which is as of and for the year ended December 31, 1989), and the results of its operations and the cash flows of its nonexpendable trust funds for the year then ended, in conformity with generally accepted accounting principles.

To the Board of Selectmen
Town of Brookline, Massachusetts
Page Two

The unaudited schedules of historical pension information on pages 24 and 25 are not a required part of the general purpose financial statements but are supplementary information required by the Governmental Accounting Standards Board. We have applied certain limited procedures to these schedules, consisting principally of inquiries of management regarding the methods of measurement and presentation of the supplementary information. However, we did not audit the information and express no opinion on it.

KPMG Peat Marwick

September 28, 1990

Combined Balance Sheet - All Fund Types and Account Group

June 30, 1990

(except for the Pension Trust Fund which is as of December 31, 1989)

Assets	Governmental Fund Types			Fiduciary Fund Types		Account Group General Long-term Obligations	Total (Memorandum only)
	General	Special Revenue	Capital Projects	Trust and Agency	Pension Trust		
Cash and investments (note 5)	\$ 7,212,759	\$ 743,179	\$ 3,294,120	\$ 8,038,257	\$ 49,973,985	\$ -	\$ 69,262,300
Receivables:							
Property taxes	2,768,227	-	-	-	-	-	2,768,227
Motor vehicle excise	1,019,350	-	-	-	-	-	1,243,079
Departmental	1,032,837	223,729	-	-	-	-	1,032,837
Intergovernmental	5,059,037	1,185,582	-	-	-	-	6,244,619
User charges	662,681	-	-	-	-	-	662,681
Accrued interest	-	-	-	-	307,709	-	307,709
Other	421,800	-	-	-	803,260	-	1,225,060
Total receivables	10,963,932	1,409,311	-	-	1,110,969	-	13,484,212
Due from other funds (note 10)	2,882	950	-	1,823	-	-	5,655
Deposits and other assets	-	-	-	540,000	-	-	540,000
Amounts to be provided for the retirement of general long-term obligations	-	-	-	-	-	88,245,853	88,245,853
Total assets	\$ 18,179,573	\$ 2,153,440	\$ 3,294,120	\$ 8,580,080	\$ 51,084,954	\$ 88,245,853	\$ 171,538,020
Liabilities and Fund Equity							
Warrants and accounts payable	\$ 2,995,952	\$ 1,645	\$ -	\$ 113,855	\$ 1,249,171	\$ -	\$ 4,360,623
Accrued liabilities:							
Tax abatements	927,242	-	-	-	-	-	927,242
Sick and vacation (note 7)	-	-	-	-	-	2,497,853	2,497,853
Pension cost (note 6)	-	-	-	-	-	67,498,000	67,498,000
Other	-	-	-	26,908	-	-	26,908
Due to other funds (note 10)	2,773	2,882	-	-	-	-	5,655
Deferred compensation (note 13)	-	-	-	4,611,065	-	-	4,611,065
General obligation bonds and notes payable (notes 7 and 8)	-	-	1,105,861	-	-	18,250,000	19,355,861
Deferred revenue and allowance for uncollectible accounts	4,821,540	389,715	-	-	-	-	5,211,255
Total liabilities	8,747,507	394,242	1,105,861	4,751,828	1,249,171	88,245,853	104,494,462
Fund equity:							
Reserved for:							
Encumbrances and continuing appropriations	1,479,572	-	2,188,259	-	-	-	2,954,603
Nonexpendable trust principal	-	-	-	1,293,281	-	-	1,293,281
Employees' benefits	-	-	-	540,000	49,835,783	-	50,375,783
Unreserved:							
Undesignated	7,952,494	1,759,198	-	1,994,971	-	-	11,706,663
Total fund equity (note 9)	9,432,066	1,759,198	2,188,259	3,828,252	49,835,783	-	67,043,558
Contingencies (note 12)							
Total liabilities and fund equity	\$ 18,179,573	\$ 2,153,440	\$ 3,294,120	\$ 8,580,080	\$ 51,084,954	\$ 88,245,853	\$ 171,538,020

See accompanying notes to general purpose financial statements.

Combined Statement of Revenues, Expenditures and Changes in Fund Equity - All Governmental Fund Types and Expendable Trust Funds

Year ended June 30, 1990

	Governmental Fund Types			Fiduciary Fund Type	Total (Memorandum only)
	General	Special Revenue	Capital Projects		
				Expendable Trust	
Revenues:					
Real and personal property taxes	\$ 59,306,959	\$ -	\$ -	-	\$ 59,306,959
Motor vehicle excise	2,246,013	-	-	-	2,246,013
Licenses and permits	563,493	-	-	-	563,493
Investment income	1,338,207	8,602	-	155,177	1,501,986
Intergovernmental	12,865,818	3,888,673	188,102	-	16,942,593
Payments in lieu of taxes	624,745	-	-	-	624,745
Water revenue	9,575,935	-	-	-	9,575,935
Departmental and other revenue	5,859,360	4,698,416	-	1,449,908	12,007,684
Fines	2,851,107	-	-	-	2,851,107
Total revenues	<u>95,231,637</u>	<u>8,595,691</u>	<u>188,102</u>	<u>1,605,085</u>	<u>105,620,515</u>
Expenditures:					
Current:					
Education	30,831,709	4,886,046	-	83,326	35,801,081
General government	3,481,556	91,724	-	-	3,573,280
Public safety	16,626,010	972,573	-	-	17,598,583
Public works	14,969,694	212,763	-	-	15,182,457
Library	1,989,883	64,838	-	12,493	2,067,214
Recreation	1,084,360	35,858	-	-	1,120,218
Pension and annuity	7,029,553	-	-	831,594	7,861,147
Human services	1,742,485	48,566	-	-	1,791,051
State and district assessments	4,574,937	-	-	-	4,574,937
Group self-insurance	-	-	-	-	-
Miscellaneous	756,176	1,264,785	-	3,493,375	3,493,375
Nondepartmental	4,850,000	-	-	104,999	2,125,960
Capital outlay	-	-	3,363,552	-	4,850,000
Debt service	<u>3,478,683</u>	<u>7,577,153</u>	<u>3,363,552</u>	<u>-</u>	<u>3,478,683</u>
Total expenditures	<u>91,415,046</u>	<u>7,577,153</u>	<u>3,363,552</u>	<u>4,525,787</u>	<u>106,881,538</u>
Excess (deficiency) of revenues over expenditures	3,816,591	1,018,538	(3,175,450)	(2,920,702)	(1,261,023)
Other financing sources (uses):					
Proceeds of bonds (note 7)	-	-	8,655,000	-	8,655,000
Repayment of long-term bond anticipation notes	-	-	(7,465,000)	-	(7,465,000)
Operating transfers in (out), net (note 11)	(1,937,029)	(974,030)	-	2,911,059	-
Total other financing sources (uses), net	<u>(1,937,029)</u>	<u>(974,030)</u>	<u>1,190,000</u>	<u>2,911,059</u>	<u>1,190,000</u>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	1,879,562	44,508	(1,985,450)	(9,643)	(71,023)
Fund equity, beginning of year	7,552,504	1,714,690	4,173,709	2,544,614	15,985,517
Fund equity, end of year	<u>\$ 9,432,066</u>	<u>\$ 1,759,198</u>	<u>\$ 2,188,259</u>	<u>\$ 2,534,971</u>	<u>\$ 15,915,494</u>

See accompanying notes to general purpose financial statements.

Statement of Revenues and Expenditures - Budgetary Basis
Budget and ActualYear ended June 30, 1990
(with actual figures for the year ended June 30, 1989)

	Final Budget	Actual	Variance Favorable (Unfavorable)	Year ended June 30, 1989 Actual
Revenues:				
Real and personal property taxes	\$ 59,738,951	\$ 59,877,940	\$ 138,989	\$ 54,877,605
Motor vehicle excise	2,650,000	2,246,013	(403,987)	2,101,497
Licenses and permits	532,000	563,493	31,493	507,216
Investment income	1,000,000	1,338,207	338,207	1,220,255
Intergovernmental	10,460,781	12,708,176	2,247,395	12,792,535
Payments in lieu of taxes	500,000	624,745	124,745	411,758
Water revenue	8,824,202	9,575,935	751,733	6,426,689
Departmental and other revenue	5,836,649	5,858,821	22,172	2,492,877
Fines	2,400,000	2,851,107	451,107	1,878,614
Total revenues	<u>91,942,583</u>	<u>95,644,437</u>	<u>3,701,854</u>	<u>82,709,046</u>
Expenditures:				
Education	30,575,469	30,575,469	-	27,036,690
General government	3,520,872	3,486,601	34,271	2,874,405
Public safety	16,576,190	16,472,018	104,172	15,213,423
Public works	16,095,053	15,179,363	915,690	12,184,332
Library	1,996,104	1,989,141	6,963	1,879,272
Recreation	1,089,778	1,082,947	6,831	1,082,107
Pension and annuity	7,032,494	7,029,553	2,941	6,600,980
Human services	1,765,452	1,732,427	33,025	1,676,435
State and district assessments	4,579,514	4,574,937	4,577	4,783,236
Miscellaneous	817,392	817,392	-	1,460,777
Nondepartmental	5,089,265	4,801,441	287,824	2,859,720
Debt service	<u>3,480,024</u>	<u>3,478,683</u>	<u>1,341</u>	<u>2,770,261</u>
Total expenditures	<u>92,617,607</u>	<u>91,219,972</u>	<u>1,397,635</u>	<u>80,421,638</u>
Excess (deficiency) of revenues over expenditures	<u>(675,024)</u>	<u>4,424,465</u>	<u>5,099,489</u>	<u>2,287,408</u>
Other financing sources (uses):				
Operating transfers in (out):				
Special revenue funds	1,250,134	1,014,030	(236,104)	874,126
Trust funds	(2,951,059)	(2,951,059)	-	(3,549,430)
Total other financing sources (uses)	<u>(1,700,925)</u>	<u>(1,937,029)</u>	<u>(236,104)</u>	<u>(2,675,304)</u>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	<u>\$ (2,375,949)</u>	<u>\$ 2,487,436</u>	<u>\$ 4,863,385</u>	<u>\$ (387,896)</u>

See accompanying notes to general purpose financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

Combined Statement of Revenues, Expenses and Changes
in Fund Equity - Pension Trust Fund and Nonexpendable Trust Funds

Year ended June 30, 1990
(except for the Pension Trust Fund
which is for the year ended December 31, 1989)

	<u>Fiduciary Fund Types</u>		<u>Total</u>
	<u>Pension</u>	<u>Nonexpendable</u>	<u>(Memorandum only)</u>
	<u>Trust</u>	<u>Trusts</u>	
Revenues:			
Investment income	\$ 4,039,889	\$ 46,531	\$ 4,086,420
Net appreciation in fair value of investments	3,010,989	-	3,010,989
Contributions	8,244,183	66,535	8,310,718
Intergovernmental	496,630	-	496,630
Total revenues	<u>15,791,691</u>	<u>113,066</u>	<u>15,904,757</u>
Expenses:			
Salaries, wages and fringe benefits	93,224	-	93,224
Benefits paid	7,678,612	-	7,678,612
Member refunds, and transfers and reimbursements to other systems, net	393,018	-	393,018
Other	48,552	18,927	67,479
Total expenses	<u>8,213,406</u>	<u>18,927</u>	<u>8,232,333</u>
Net income	7,578,285	94,139	7,672,424
Fund equity, beginning of year	<u>42,257,498</u>	<u>1,199,142</u>	<u>43,456,640</u>
Fund equity, end of year	\$ <u>49,835,783</u>	\$ <u>1,293,281</u>	\$ <u>51,129,064</u>

See accompanying notes to general purpose financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

Statement of Cash Flows - Nonexpendable Trust Funds

Year ended June 30, 1990

Cash flows from operating activities:

Net income	\$ <u>94,139</u>
Adjustments to reconcile net income to net cash provided by operating activities:	
Change in assets and liabilities:	
Decrease in accrued interest receivable	4,561
Decrease in due from other funds	39,957
Decrease in warrants and accounts payable	<u>(1,800)</u>
Total adjustments	<u>42,718</u>
Net cash provided by operating activities	<u>136,857</u>

Cash flows from investing activities:

Purchase of investments	<u>(34,292)</u>
Net cash used for investing activities	<u>(34,292)</u>

Net decrease in cash and cash equivalents 102,565

Cash and cash equivalents at beginning of year 641,513

Cash and cash equivalents at end of year \$ 744,078

See accompanying notes to general purpose financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

June 30, 1990

(1) Reporting Entity

The Town's general purpose financial statements include the operations of all organizations for which the Board of Selectmen exercises oversight responsibility. Oversight responsibility is demonstrated by financial interdependency, selection of governing authority, designation of management, ability to significantly influence operations, and accountability for fiscal matters.

Based on the aforementioned oversight criteria, the operations of the following entities have been included in or excluded from the accompanying general purpose financial statements:

Entity included in the general purpose financial statements:

- Brookline Retirement System ("System"). The System was established under the authority of Chapter 32 of the Massachusetts General Laws, as amended, and is an independent contributory retirement system available to employees of the Town. The powers of the System are vested in the Town Retirement Board.

Entity excluded from the general purpose financial statements:

- Brookline Housing Authority. The Board members are appointed by the Town. The Town has no oversight responsibility for the Authority's operations and no responsibility for the Authority's deficits or debt.

(2) Summary of Significant Accounting Policies

(a) Basis of Presentation

The financial condition and results of operations of the Town's funds are presented as of and for the year ended June 30, 1990, except for the Town's Retirement System which is presented as of and for the year ended December 31, 1989. The accounting policies of the Town conform with generally accepted accounting principles ("GAAP"), except that the Town does not maintain, and therefore does not report, a general fixed asset group of accounts in accordance with generally accepted accounting principles. Such departure from GAAP is permissible under the Massachusetts Uniform Municipal Accounting System.

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

(b) Fund Accounting

The operations of the Town are recorded in the following fund types and account group:

- Governmental Fund Types

Governmental funds are used to account for the Town's expendable financial resources and related liabilities (except those accounted for in similar trust funds). The measurement focus is upon determination of changes in financial position. The following are the Town's governmental fund types:

General Fund - The general fund is the general operating fund of the Town. It is used to account for all financial resources except those required to be accounted for in another fund.

Special Revenue Funds - Special revenue funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to specified purposes.

Capital Project Funds - Capital project funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by trust funds).

- Fiduciary Fund Types

Trust and Agency Funds - Fiduciary funds are used to account for assets held by the Town in a trustee capacity or as an agent. Trust funds include expendable trust funds, nonexpendable trust funds, and pension trust funds. Nonexpendable trust funds and pension trust funds are reported as proprietary funds. Expendable trust funds are reported as governmental funds. Agency funds are custodial in nature and do not involve measurement of results of operations.

- Account Group

General Long-term Obligations Account Group - This account group is used to account for all general long-term obligations of the Town.

(c) Basis of Accounting

The modified accrual basis of accounting is followed by governmental funds, expendable trust funds, and agency funds. Under the modified accrual basis of accounting, revenues are recorded when they become measurable and available to pay liabilities of the current period. Revenues not considered available are recorded as deferred revenues. Expenditures are recorded when the liability is incurred except for (1) interest on general long-term obligations, which is recorded when due, and (2) the noncurrent portion of accrued vacation and sick leave, pension costs, and judgments and claims, which are recorded in the general long-term obligations account group.

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

In applying the "susceptible to accrual" concept to intergovernmental revenues, there are essentially two types of revenues. In one, moneys must be expended on the specific purpose or project before any amounts will be paid to the Town; therefore, revenues are recognized based upon the expenditures incurred. In the other, moneys are virtually unrestricted and are usually revocable only for failure to comply with prescribed compliance requirements. These resources are reflected as revenues at the time of receipt or earlier if the susceptible to accrual criteria are met.

Property taxes are recognized as revenue in the year for which taxes have been levied, provided they are collected within 60 days after year-end. Licenses and permits, fines and forfeitures, and miscellaneous revenues are recorded as revenues when received in cash because they are generally not measurable until actually received. Investment earnings are recorded as earned.

The accrual basis of accounting is used by nonexpendable trust funds and pension trust funds.

(d) Encumbrances and Continuing Appropriations

Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditure of funds are recorded in order to reserve that portion of the applicable appropriation, is employed in governmental funds. Open encumbrances at year-end are reported as reservations of fund balances. Encumbrances do not constitute expenditures or liabilities, except for budgetary purposes (see note 4).

Certain unexpended and unencumbered appropriations for incompletd projects are carried over to succeeding years. Such continuing appropriations are accounted for similar to encumbrances.

(e) Inventory

The cost of inventory is recorded as an expenditure at the time individual inventory items are consumed (consumption method).

(f) Accrued Sick and Vacation

Employees are granted vacation and sick leave in varying amounts. Upon retirement, termination or death, certain employees are compensated for unused vacation and sick leave (subject to certain limitations) at their then current rates of pay. The amount of sick and vacation costs which are not currently due and payable is recorded in the general long-term obligations account group. The amount recorded is the unused days earned at the current rate of pay.

(g) Self-Insurance

The Town has established a self-insured medical program which is accounted for as an expendable trust fund. Both employees and the Town contribute to the fund based upon a 75% (Town) and 25% (employee) primary care premium formula.

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

The Town carries insurance on individual medical claims in excess of \$50,000 annually. The purpose of this program is to pay medical claims of the Town's employees and their covered dependents. The Town accrues claims submitted for medical services rendered prior to June 30, 1990.

(h) Total Columns

Total columns on the general purpose financial statements are captioned "Memorandum only" to indicate that they are presented only to facilitate financial analysis. Data in these columns do not present financial position, results of operations, or changes in financial position in conformity with generally accepted accounting principles. Such data are not comparable to a consolidation of the various fund types and account groups.

(3) Property Taxes

Real and personal property taxes are based on values assessed as of each January 1 and are normally due on the subsequent November 1 and May 1. By law, all taxable property in the Commonwealth of Massachusetts must be assessed at 100% of fair cash value. Taxes due and unpaid after the respective due dates are subject to interest and penalties. The Town has an ultimate right to foreclose on property for which taxes have not been paid. Property taxes levied are recorded as receivables in the fiscal year of the levy.

A statewide tax limitation statute known as "Proposition 2-1/2" limits the property tax levy to an amount equal to 2-1/2% of the value of all taxable property in the Town. A secondary limitation is that no levy in a fiscal year may exceed the preceding year's allowable tax levy by more than 2-1/2%, plus taxes levied on certain property newly added to the tax rolls. Certain Proposition 2-1/2 taxing limitations can be overridden by a Town-wide referendum vote.

(4) Budgetary Basis of Accounting

The Town must establish its property tax rate each year so that the resulting property tax levy will comply with the limits required by Proposition 2-1/2 and also constitute that amount which will equal the sum of (a) the aggregate of all annual appropriations for expenditures and transfers, plus (b) provision for the prior fiscal year's deficits, if any, less (c) the aggregate of all non-property tax revenue and transfers projected to be received by the Town, including available surplus funds.

The budgets for all departments and operations of the Town, except that of public schools, are prepared under the direction of the Board of Selectmen. The School Department budget is prepared under the direction of the School Committee. Original and supplemental appropriations are acted upon by Town meeting vote.

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

The Town's General Fund budget is prepared on a basis other than generally accepted accounting principles ("GAAP"). The "actual" results column of the Statement of Revenues and Expenditures - Budgetary Basis is presented on a "budget basis" to provide a meaningful comparison with the budget. The major differences between the budget and GAAP bases are that:

- (a) Budgeted revenues are recorded when cash is received, except for real estate and personal property taxes, which are recorded as revenue when levied (budget), as opposed to when susceptible to accrual (GAAP).
- (b) Encumbrances and continuing appropriations are recorded as the equivalent of expenditures (budget), as opposed to a reservation of fund balance (GAAP).

The following reconciliation summarizes the differences between budget and GAAP basis accounting principles for the year ended June 30, 1990:

	<u>Revenue</u>	<u>Expenditures</u>	Other financing sources <u>(uses), net</u>
As reported on a budgetary basis	\$ 95,644,437	91,219,972	(1,937,029)
Adjustment of revenues to a modified accrual basis	(412,800)	-	-
Adjustment for encumbrances and continuing appropriations	<u>-</u>	<u>195,074</u>	<u>-</u>
As reported on a GAAP basis	\$ <u>95,231,637</u>	<u>91,415,046</u>	<u>(1,937,029)</u>

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

(5) Cash and Investments

State and local statutes place certain limitations on the nature of deposits and investments available to the Town. Deposits (including demand deposits, term deposits and certificates of deposit) in any one financial institution may not exceed certain prescribed levels without collateralization by the financial institutions involved. Investments can also be made in securities issued by or unconditionally guaranteed by the U.S. government or agencies that have a maturity of less than one year from the date of purchase, repurchase agreements guaranteed by the U.S. government or agencies that have a maturity of less than one year from the date of purchase, repurchase agreements guaranteed by such securities with maturity dates of no more than 90 days from the date of purchase, and units in the Massachusetts Municipal Depository Trust ("MMDT").

In addition, the Town's Pension Trust Fund has additional investment powers, most notably the ability to invest in common stocks, corporate bonds and other specified investments.

Deposits

The following summary presents the amount of the Town's deposits that are fully insured or collateralized with securities held by the Town or its agent in the Town's name (Category 1), those bank deposits that are collateralized with securities held by the pledging financial institution's trust department or agent in the Town's name (Category 2), and those bank deposits that are not collateralized (Category 3) at June 30, 1990.

	<u>Category</u>			<u>Total</u>	<u>Carrying</u>
	<u>1</u>	<u>2</u>	<u>3</u>	<u>Bank</u>	<u>Amount</u>
				<u>Balance</u>	
Cash	\$ <u>2,473,694</u>	<u>-</u>	<u>11,721,103</u>	<u>14,194,997</u>	<u>13,498,722</u>

Investments

The Town categorizes the carrying value of its investments according to the level of risk assumed by the Town. Category 1 includes investments that are insured, registered or held by the Town's agent in the Town's name. Category 2 includes uninsured and unregistered investments held by the counterparty's trust department or agent in the Town's name. Category 3 includes uninsured and unregistered investments held by the counterparty, its trust department or its agent, but not in the Town's name. Investments in MMDT, a pooled fund, are not categorized.

(Continued)

Notes to General Purpose Financial Statements

	Category			Not Categorized	Total Carrying Value	Market Value
	1	2	3			
Mutual funds	\$					
Common and preferred stock	-	4,611,065	10,000	-	4,621,065	4,622,277
Corporate bonds and notes	18,983	19,238,371	-	-	19,257,354	19,541,170
U.S. government obligations	210,143	10,924,537	-	-	11,134,680	11,101,733
MMDT	49,838	19,409,595	-	-	19,459,433	19,102,008
	-	-	-	1,291,046	1,291,046	1,291,046
Totals	\$ 278,944	54,183,568	10,000	1,291,046	55,763,578	55,658,234

Of the investments reflected in the preceding table, investments of the Town's Pension Fund constitute 91% of the amount in Category 2.

The composition of the Town's bank deposits and investments fluctuates depending primarily on the timing of real estate tax receipts, proceeds from borrowings, collections of state and federal aid, and capital outlays throughout the year. Accordingly, the Category 3 amounts were higher at times during the year than at year-end.

(6) Pension Plans

(a) Plan Description

The Town contributes to the Town of Brookline Employees' Retirement System ("System"), a single-employer, public employee retirement system that acts as the investment and administrative agent for the Town and the Brookline Housing Authority. The Town's payroll for employees covered by the System for the year ended December 31, 1989, was \$35,272,452. Public school teachers are covered by the Commonwealth of Massachusetts Teachers' Retirement System (TRS) to which the Town of Brookline does not contribute. The Town's payroll covered by TRS was \$22,122,035 in calendar 1989. Total payroll for the Town was \$57,394,487.

The System and the TRS are contributory defined benefit plans covering all Town employees and teachers and Brookline Housing Authority employees deemed eligible. Certain Town employees are covered by the Town's noncontributory pension plan.

Instituted in 1937, the System is a member of the Massachusetts Contributory System and is governed by Chapter 32 of the Massachusetts General Laws. Membership in the System is mandatory immediately upon the commencement of employment for all permanent, full-time employees. Current membership in the System consists of the following:

Number of Employees

Active members	1,146
Inactive members	118
Retired members	<u>741</u>
	<u>2,004</u>

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

Both systems provide for retirement allowance benefits up to a maximum of 80% of a member's highest three-year average annual rate of regular compensation. Benefit payments are based upon a member's age, length of creditable service, level of compensation and group classification. Members joining the System after January 1, 1979, are subject to a cap of \$30,000 on the level of compensation upon which their benefit is calculated.

Members of both systems become vested after 10 years of creditable service. A retirement allowance may be received upon reaching age 65 or upon attaining 20 years of service. The systems also provide for early retirement at age 55 if a Participant (1) has a record of 10 years of creditable service, (2) was on the Town payroll on January 1, 1978, (3) voluntarily left Town employment on or after that date, and (4) left accumulated annuity deductions in the fund. Active members contribute either 5, 7 or 8% of their gross regular compensation depending on the date upon which their membership began.

The systems also provide death and disability benefits.

(b) Significant Accounting Policies and System Assets

The accounting records of the System are maintained on a calendar year basis in accordance with the standards and procedures established by the Commissioner of the Public Employee Retirement Administration.

The investments of the System are valued as follows:

Bonds are valued at amortized cost which is the original cost of the investment plus or minus any bond discount or bond premium calculated ratably to maturity.

Stocks are reflected at their quoted market value.

Cash and investments of the System at December 31, 1989, are summarized as follows:

	<u>Cost</u>	<u>Carrying value</u>
Cash	\$ 3,682,508	3,682,508
Bonds	27,154,367	27,099,115
Stocks	<u>16,799,612</u>	<u>19,192,362</u>
Total	\$ <u>47,636,487</u>	<u>49,973,985</u>

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

(c) Funding Status and Progress

The amount shown below as the "Pension Benefit Obligation" is a standardized disclosure measure of the present value of pension benefits, adjusted for the effects of projected salary increases and step-rate benefits, estimated to be payable in the future as a result of employee service to date. The measure is intended to help users assess the funding status of the System on a going-concern basis, assess progress made in accumulating sufficient assets to pay benefits when due, and make comparisons among employers. The measure is the actuarial present value of credited projected benefits and is independent of the funding method used to determine contributions to the System.

The pension benefit obligation was computed as part of an actuarial valuation performed as of January 1, 1990. Significant actuarial assumptions used in the valuation include (a) a rate of return on the investment of present and future assets of 7.5% a year compounded annually, (b) projected salary increases of 4.5% a year compounded annually, attributed to inflation, (c) additional projected salary increases of 1.5% a year, attributable to seniority/merit, and (d) no post-retirement benefit increases.

The total unfunded pension benefit obligation applicable to the System was \$67,498,000 at January 1, 1990, as follows (in thousands):

Pension benefit obligation:

Retirees and beneficiaries currently receiving benefits and terminated employees not yet receiving benefits	\$ 53,352
---	-----------

Current employees:

Accumulated employee contributions, including allocated investment earnings	21,429
Employer-financed vested	22,192
Employer-financed nonvested	<u>20,361</u>

Total pension benefit obligation	117,334
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Net assets available for benefits, at market value	<u>49,836</u>
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Unfunded pension benefit obligation	\$ <u>67,498</u>
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(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

(d) Contribution Requirements and Contribution Made

The Town is required to contribute each fiscal year an amount approximating the pension benefits (less certain interest credits) expected to be paid during the year ("pay-as-you-go" method). This amount is determined in advance by the Public Employee Retirement Administration (PERA) and is based in part on the previous year's benefit payout. No actuarial information is used in determining this amount. Generally accepted accounting principles require that pension costs be actuarially determined. The Commonwealth of Massachusetts currently reimburses the System on a quarterly basis for the portion of benefit payments owing to cost-of-living increases granted after the implementation of Proposition 2-1/2.

The Town's contribution to the System for 1990 of \$8,244,183 was made in accordance with the funding policy described above and was funded as follows: The Town contributed \$6,263,466 (18% of current covered payroll); employees contributed \$1,980,717 (6% of current covered payroll).

(e) Trend Information

Trend information gives an indication of the progress made in accumulating sufficient assets to pay benefits when due. Trend information may be found on pages 24 and 25 of the Town's general purpose financial statements. For the three years ended December 31, 1989, 1988 and 1987, respectively, available assets were sufficient to fund \$49,836,000 or 43%, \$42,257,000 or 36% and \$38,147,000 or 36% of the pension benefit obligation. Unfunded pension benefit obligation represented 191%, 228% and 221% of the annual payroll for employees covered by the plan for 1989, 1988, and 1987 respectively.

(f) Adoption of Chapter 32, Section 22D

On June 1, 1989, the Board of Selectmen voted to accept the provisions of Chapter 32, Section 22D. By such acceptance, certain changes to the Town's provisions are mandated. In addition, the Town must establish an approved funding program to fully fund the System by June 30, 2028, provide certain fitness and wellness programs and meet certain performance standards for the invested funds. In return, the Commonwealth will provide financial assistance through a program of funding grants for 15 years and delay the advance funding requirements until the funding grants begin in 1990.

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

The primary benefit changes include: 1) removing the \$30,000 cap on regular compensation used in determining the retirement allowance for members who joined the System after January 1, 1979 (affected members would be required to contribute an additional 2% of their regular compensation over \$30,000), 2) reducing eligibility for ordinary disability from 15 years to 10 years of creditable service, 3) permitting members working after age 70 to continue contributing to the System in order to receive a benefit based on their earnings through actual retirement, and 4) increasing the dependents' allowance from \$312 per year to \$450 per year subject to future cost-of-living adjustments.

The adoption of Chapter 32, Section 22D has been reflected in the accompanying calculations of actuarially determined pension liabilities. It is estimated that these changes increased the present value of the pension benefit obligation by \$3,644,000 at January 1, 1990.

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

(7) Long-term Debt

The following is a summary of changes in general long-term obligations for the year ended June 30, 1990:

Bonds:

	Inside Debt Limit	Issue amount	Interest rate	Final Maturity date	Additions	Retirements	June 30, 1990	Interest paid
1982 Water Garage Construction		\$ 1,225,000	7.50%	11/01/94	-	145,000	500,000	42,938
1984 School Building Improvements		1,210,000	7.50	11/01/94	-	135,000	500,000	42,563
1984 Golf Course Irrigation System		275,000	7.50	11/01/94	-	30,000	125,000	10,500
1984 Public Safety Equipment		308,000	7.50	11/01/89	-	60,000	-	2,250
1983 Park and Forestry Building Construction		165,000	7.50	11/01/94	-	15,000	75,000	6,188
1984 Public Building Roof Repairs		102,000	7.50	11/01/89	-	20,000	-	750
1984 Parking Meter Acquisitions		120,000	5.38	05/01/95	-	16,000	56,000	3,849
1985 Computer System Acquisition		1,000,000	5.38	05/01/96	-	137,500	450,000	31,676
1985 Telephone System Acquisition		305,000	5.38	05/01/91	-	149,000	109,000	13,416
1985 Energy Conservation		355,000	5.38	05/01/96	-	35,000	213,000	13,561
1985 High School Roof Replacement		120,000	5.38	05/01/96	-	12,000	72,000	4,584
1986 Library Automated Circulation System		700,000	5.15	12/15/96	-	110,000	370,000	21,705
1987 Telephone System Phase II		145,000	6.63	12/01/91	-	35,000	70,000	5,688
1987 Fire Station Roof		100,000	6.63	12/01/96	-	15,000	70,000	5,038
1987 Lincoln School Improvement		370,000	6.63	12/01/97	-	40,000	290,000	20,180
1987 Highway Garage Phase I		600,000	6.63	12/01/91	-	150,000	300,000	24,375
1987 Computer System Phase II		300,000	6.63	12/01/92	-	60,000	180,000	13,650
1989 High School Science Labs		4,070,000	6.37	11/15/98	4,070,000	-	4,070,000	129,115
1989 Pierce School		3,235,000	6.37	11/15/98	3,235,000	-	3,235,000	102,710
1989 High School Roof		120,000	6.37	11/15/98	120,000	-	120,000	3,806
1989 High School Roof		300,000	6.38	11/15/99	300,000	-	300,000	9,533
1989 Clark Playground		300,000	6.38	11/15/99	300,000	-	300,000	9,533
1989 Parking Meters		290,000	6.30	11/15/93	290,000	-	290,000	9,135
1989 Town Hall Roof		40,000	6.36	11/15/97	40,000	-	40,000	1,269
Subtotal		16,155,000			8,355,000	1,165,000	11,735,000	528,011

Outside Debt Limit

1979 Water Mains	3,030,000	6.25	02/15/95	-	200,000	1,000,000	75,000
1982 B-2 Parcel Urban Renewal Land Acquisition	1,880,000	7.50	11/01/94	-	190,000	930,000	76,875
1984 Water Meter Replacement Program	500,000	7.50	11/01/94	-	50,000	250,000	20,625
1986 Water Mains	1,550,000	5.15	12/15/01	-	105,000	1,235,000	66,268
1987 Water Mains Phase II	2,150,000	6.63	12/01/02	-	150,000	1,850,000	127,975
1987 Runkle School Improvement	1,080,000	6.63	12/01/96	-	120,000	840,000	58,500
1987 Pierce School Improvement	150,000	6.63	12/01/96	-	20,000	110,000	7,800
1989 Water Main Phase II	300,000	6.37	11/15/99	-	-	300,000	9,520
Subtotal	10,640,000			300,000	835,000	6,515,000	442,563
Subtotal bonds	\$ 26,795,000			8,655,000	2,000,000	18,250,000	970,574

Other long-term obligations:

Notes payable
Pension costs (note 6)
Sick and vacation

	7,465,000	7,465,000	-
	75,457,000	7,959,000	-
	2,671,374	173,521	-
	97,188,374	17,597,521	-
		8,655,000	970,574

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

The annual requirements to amortize all general obligation bonds outstanding as of June 30, 1990, including interest, are as follows:

Year ending June 30,	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
1991	\$ 2,845,000	1,089,918	3,934,918
1992	2,650,000	910,188	3,560,188
1993	2,380,000	748,351	3,128,351
1994	2,320,000	596,600	2,916,600
1995	2,205,000	449,858	2,654,858
Thereafter	<u>5,850,000</u>	<u>868,724</u>	<u>6,718,724</u>
	\$ <u>18,250,000</u>	<u>4,363,639</u>	<u>22,613,639</u>

The Commonwealth of Massachusetts has approved school construction assistance to the Town. The assistance program which is administered by the School Building Assistance Bureau (SBAB) provides resources for future debt service of general obligation school bonds outstanding. These resources are subject to annual appropriation by the state legislature and the Town's compliance with certain reporting requirements. During 1990, the Town received \$23,088 of such assistance. Assuming satisfactory audit results and annual appropriation by the state legislature, \$23,088 will be received for fiscal 1991.

The Town is subject to a dual level general debt limit; the normal debt limit and the double debt limit. Such limits are equal to 5% and 10%, respectively, of the valuation of taxable property in the Town as last equalized by the Commonwealth's Department of Revenue. Debt may be authorized up to the normal debt limit without state approval. Authorizations under the double debt limit, however, require the approval of the Commonwealth's Emergency Finance Board. Additionally, there are many categories of general obligation debt which are exempt from the debt limit but are subject to other limitations.

Authorized and unissued debt at June 30, 1990, is as follows:

Fire engine	\$ 215,000
Water mains	4,800,000
Parking meters	5,000
Sewer filtration/inflow study	181,644
Asbestos removal	150,000
Pool	<u>260,000</u>
	\$ <u>5,611,644</u>

As of June 30, 1990, the Town may issue approximately \$237,221,000 additional general obligation debt under the normal debt limit. The Town has approximately \$6,515,000 of debt exempt from the debt limit.

(Continued)

Notes to General Purpose Financial Statements

The Town pays assessments that include debt service payments to other local governmental units providing services within the Town's boundaries (commonly referred to as overlapping debt). The primary overlapping debt relates to the Massachusetts Bay Transportation Authority (MBTA), Norfolk County, and the Massachusetts Water Resources Authority (MWRA). The following summary sets forth the long-term debt of each entity at June 30, 1990, the estimated share of such debt being serviced by the Town, and the total of its share of estimated indirect debt.

	Long-term Debt Outstanding (Unaudited)	Town's Estimated Share	Town's Estimated Indirect Debt
MBTA	\$ 1,283,765,000	3.6%	\$ 46,454,320
Norfolk County	5,720,000	10.3	589,160
MWRA:			
Water	138,554,706	2.8	3,938,931
Sewer	<u>780,565,957</u>	2.4	<u>18,670,897</u>
	\$ <u>2,208,605,663</u>		\$ <u>69,653,308</u>

(8) Temporary Borrowings

Under state law and by authorization of the Board of Selectmen, the Town is authorized to borrow on a temporary basis to fund the following:

- Current operating costs prior to the collection of revenues through issuance of revenue or tax anticipation notes (RANS or TANS)
- Capital project costs incurred prior to obtaining permanent financing through issuance of bond anticipation notes (BANS)
- Federal and state aided capital projects and other program expenditures prior to receiving reimbursement through issuance of federal and state aid anticipation notes (FANs and SANs)

Temporary borrowings outstanding at June 30, 1990 are as follows:

<u>Note</u>	<u>Type</u>	<u>Interest Rate</u>	<u>Maturity Date</u>	<u>Amount</u>
1986 Larz Anderson Park	BAN	6.25%	12/3/90	\$ 240,000
1986 Larz Anderson Park	SAN	6.25%	1/14/91	660,000
1989 Sewer Infiltration Study	SAN	6.39%	7/17/90	119,651
1989 Sewer Infiltration Study	SAN	6.39%	7/17/90	<u>86,210</u>
				\$ <u>1,105,861</u>

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

Temporary loans are general obligations of the Town and carry maturity dates that are limited by statute. Interest expenditures for temporary borrowings were approximately \$408,000 and are accounted for in the General Fund.

(9) Fund Deficits

The following funds had deficit equity balances as of June 30, 1990:

Special Revenue:

Chapter 188 Early Childhood	\$ 9,838
Police Details	109,592
National Endowment for the Humanities	10,319
Chapter 188 Language Links	20,782
Chapter 15: LG Horace Mann Teacher Grants	8,164

The deficits in these funds will be eliminated through future federal and state grants and anticipated revenue.

(10) Interfund Receivable and Payable Balances

Individual fund interfund receivable and payable balances at June 30, 1990, were as follows:

<u>Fund</u>	<u>Interfund Receivables</u>	<u>Interfund Payables</u>
General	\$ 2,882	\$ 2,773
Special Revenue	950	2,882
Trust	<u>1,823</u>	<u>-</u>
	\$ <u>5,655</u>	\$ <u>5,655</u>

(11) Operating Transfers

Operating transfers constitute the transfer of resources from the fund that receives the resources to the fund that utilizes them. Operating transfers during the year were as follows:

Purpose of operating transfer:	<u>Transfer In (Out)</u>		
	<u>General</u>	<u>Special Revenue</u>	<u>Expendable Trusts</u>
Parking meter receipts	\$ 850,000	(850,000)	-
Library aid	84,030	(84,030)	-
Cemetery trust	40,000	-	(40,000)
Cemetery sales	40,000	(40,000)	-
Group health insurance	(2,269,059)	-	2,269,059
Worker's compensation	<u>(682,000)</u>	<u>-</u>	<u>682,000</u>
	\$ <u>(1,937,021)</u>	<u>(974,030)</u>	<u>2,911,059</u>

(Continued)

Notes to General Purpose Financial Statements

(12) Contingencies

There are several pending lawsuits in which the Town is involved. The Town Attorney estimates that the potential claims against the Town not covered by insurance resulting from such litigation would not materially affect the general purpose financial statements of the Town.

(13) Deferred Compensation

The Town of Brookline offers its employees a deferred compensation plan created in accordance with Section 457 of the U.S. Internal Revenue Code. The plan is administered by Aetna Life Insurance and Annuity Company. The plan, available to all Town employees, permits them to defer a portion of their current salary to future years. The deferred compensation is not available to the participants until termination, retirement, death or unforeseeable emergency.

In accordance with Section 457 of the Internal Revenue Code, all amounts of compensation deferred under the plan, all property and rights purchased with such amounts, and all income attributable to such amounts, property, or rights are (until they are made available to the employee or other beneficiary) solely the property and rights of the Town (without being restricted to the provisions of benefits of the plan) subject only to the claims of the Town's general creditors.

Participants' rights created under the plan are equivalent to those of general creditors of the Town and only in an amount equal to the fair market value of the deferred account maintained with respect to each participant. Plan assets have been used for no purpose other than to pay benefits. In addition, the Town believes that it is unlikely that it will use the assets to satisfy the claims of general creditors in the future.

The Town and its agent have no liability for losses under the plan, but do have the duty of care that would be required of any ordinary prudent investor.

The activity of the plan for the fiscal year ended June 30, 1990, is as follows:

Fund assets (at market value) July 1, 1989	\$ 3,377,737
Increase (decrease) in fund assets:	
Deferrals of compensation	941,660
Earnings and adjustments to market value	400,015
Payments, withdrawals and other reductions	(108,347)
Fund assets (at market value) June 30, 1990	\$ <u>4,611,065</u>

TOWN OF BROOKLINE, MASSACHUSETTS

Employees' Retirement System

Required Supplementary Information

Revenues by Source and Expenses by Type
(Unaudited)

Year	Revenues by Source					Total
	Employee contributions	Employer Contributions	State Contributions	Investment income	Miscellaneous	
1979	\$ 914,487	\$ 2,004,189	\$ -	\$ 900,078	\$ -	\$ 3,818,754
1980	976,836	3,614,182	-	1,019,344	-	5,610,362
1981	1,049,308	5,142,103	-	1,211,847	-	7,403,258
1982	1,078,441	5,274,929	-	1,727,191	-	8,080,561
1983	1,097,382	5,014,200	89,161	1,726,348	-	7,927,091
1984	1,179,383	4,903,479	-	1,999,042	-	8,081,904
1985	1,284,791	5,645,606	-	2,304,787	-	9,235,184
1986	1,423,875	4,940,375	872,486	2,607,871	-	9,844,607
1987	1,553,369	7,270,046	471,278	1,964,371	160	11,259,224
1988	1,692,508	5,745,305	1,266,095	1,600,039	3,136	10,307,083
1989	1,830,604	6,081,507	933,167	3,204,325	-	12,049,603
1990	1,980,717	6,263,466	496,630	7,050,878	-	15,791,691

Expenses by Type				
Calendar year	Benefits	Administrative expenses	Refunds	Total
1979	\$ 3,520,020	\$ 41,084	\$ 226,501	\$ 3,787,605
1980	3,910,419	43,720	346,794	4,300,933
1981	4,332,486	44,560	315,240	4,692,286
1982	4,757,093	48,484	583,213	5,388,790
1983	5,317,427	54,209	363,152	5,734,788
1984	5,502,107	59,743	231,338	5,793,188
1985	5,855,975	61,031	293,165	6,210,171
1986	6,006,815	65,971	383,575	6,456,361
1987	6,505,844	90,918	558,267	7,155,029
1988	6,792,917	92,298	386,438	7,271,653
1989	7,303,927	125,643	509,588	7,939,158
1990	7,678,612	141,776	393,018	8,213,406

TOWN OF BROOKLINE, MASSACHUSETTS

Employees' Retirement System

Required Supplementary Information

Unaudited Analysis of Funding Progress
(in thousands)

Fiscal year	(1) Net assets available for benefits*	(2) Pension benefit obligation	(3) Percentage funded (1)/(2)	(4)	(5)	(6)
				Unfunded pension benefit obligation (2)-(1)	Annual covered payroll	Unfunded pension benefit obligation as a percentage of covered payroll (4)/(5)
1987	\$ 38,147	\$ 107,125	36%	\$ 68,978	\$ 31,116	221%
1988	42,257	117,714	36%	75,457	33,139	228%
1989	49,836	117,334	43%	67,498	35,272	191%

* Net assets are stated on the basis explained in note 6 to the General Purpose Financial Statements.

Isolated analysis of the dollar amounts of net assets available for benefits, pension benefit obligation, and unfunded pension benefit obligation can be misleading. Expressing the net assets available for benefits as a percentage of the pension benefit obligation provides an indication of the Town's funding status on a going-concern basis. Analysis of this percentage over time indicates whether the system is becoming financially stronger or weaker. Generally, the greater this percentage, the stronger the PERS. Trends in unfunded pension benefit obligation and annual covered payroll are both affected by inflation. Expressing the unfunded pension benefit obligation as a percentage of annual covered payroll approximately adjusts for the effects of inflation and aids analysis of the progress made in accumulating sufficient assets to pay benefits when due. Generally, the smaller this percentage, the stronger the PERS.

Note: Information prior to 1987 is not required to be presented.



KPMG Peat Marwick

Certified Public Accountants

TOWN OF BROOKLINE, MASSACHUSETTS

Schedule of Federal Financial Assistance
and Independent Auditors' Reports Required under
the Single Audit Act of 1984

Year Ended June 30, 1990

TOWN OF BROOKLINE, MASSACHUSETTS

Schedule of Federal Financial Assistance
and Independent Auditors' Reports Required under
the Single Audit Act of 1984

Year Ended June 30, 1990

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Certified Public Accountants

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INDEPENDENT AUDITORS' REPORT ON SCHEDULE OF
FEDERAL FINANCIAL ASSISTANCE

To the Board of Selectmen
Town of Brookline, Massachusetts:

We have audited the general purpose financial statements of the Town of Brookline, Massachusetts, as of and for the year ended June 30, 1990, and have issued our report thereon dated September 28, 1990. These general purpose financial statements are the responsibility of the Town's management. Our responsibility is to express an opinion on these general purpose financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards and Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the general purpose financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

Our audit was made for the purpose of forming an opinion on the general purpose financial statements of the Town of Brookline, Massachusetts, taken as a whole. The accompanying schedule of federal financial assistance is presented for purposes of additional analysis and is not a required part of the general purpose financial statements. The information in that schedule has been subjected to the auditing procedures applied in the audit of the general purpose financial statements and, in our opinion, is fairly presented in all material respects in relation to the general purpose financial statements taken as a whole.

KPMG Peat Marwick

September 28, 1990

TOWN OF BROOKLINE, MASSACHUSETTS
Schedule of Federal Financial Assistance

For the year ended June 30, 1990

Grantee Account Number	Federal Grantor/Pass-Through Grantor/Program Title	Federal Catalog Number	FY 1990 Program or Award Amount	Accrued (Deferred) Grant Revenue July 1, 1989	Revenue Recognized		Expenditures	Transfers	Accrued (Deferred) Grant Revenue June 30, 1990
					Federal	State			
247	Department of Education Title VII - Preschool Bilingual	84.003	\$ -	18,965	-	-	15,023	-	3,942
238	Passed Through State Department of Education: Project Start	84.027	-	3,967	-	-	-	-	3,967
251	Special Education PL 94-142, 89-313	84.027	229,480	(17,347)	263,334	-	212,284	-	33,703
228	ECIA CH I (FY 86)	84.010	413,619	(163,910)	583,225	-	355,283*	-	64,033
229	ECIA CH II - Block Grant	84.151	24,729	6,133	22,378	-	25,808	-	2,702
241	Occupational Education	84.048	44,102	29,199	44,102	-	67,706	-	5,595
246	Indo-Chinese Refugee Program	84.146	32,863	7,108	32,364	-	14,769	-	24,703
257	EESA Title II	84.164	5,000	6,082	5,000	-	3,967	-	7,115
260	Title II Math/Science	84.164	9,216	9,186	4,608	-	6,058	-	7,736
230	Grants Administration	N/A	-	34,040	-	15,927	20,800	-	29,167
240	Matching Grant	N/A	-	15,035	9,867	-	9,057	-	15,845
290	LSCA Publishing for Literacy	84.167	25,000	4,440	25,069	-	29,841	-	(332)
	Total Department of Education			(47,102)	989,947	-	760,596	-	198,176
201	Department of Housing and Urban Development Community Development Block Grant	14.218	1,229,123	24,776	1,100,000	-	1,018,799*	(99,952)	6,025
3	CDBG Escrow	-	-	18,247	-	-	1,562	-	16,685
204	Equity Transfer Assistance	-	-	148,698	-	1,074	-	-	149,772
202	Housing Rehabilitation Program	-	-	68,374	-	71,684	189,503	99,952	50,507
203	Rental Rehabilitation Loan Program	-	82,500	-	65,639	-	145,639	-	-
	Total Department of Housing and Urban Development			260,095	1,165,639	-	1,355,503	-	222,989
280	Department of the Interior Passed Through State Parks Department Winthrop Playground	15.919	-	2,413	-	-	-	-	2,413
209	Department of the Treasury Federal Revenue Sharing	21.300	-	342	-	-	-	-	588
264	Department of Agriculture School Lunch Program	10.555	-	44,352	246,150	66,162	943,589	-	17,362
225	Federal Emergency Management Agency-State and Local Programs and Support Hurricane Assistance	83.516	-	2,849	-	-	-	-	2,849

*Denotes major program.

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS
Schedule of Federal Financial Assistance
For the year ended June 30, 1990

Grantee Account Number	Federal Grantor/Pass-Through Grantor/Program Title	Federal Catalog Number	FY 1990 Program or Award Amount	Accrued (Deferred) Grant Revenue July 1, 1989	Revenue Recognized		Expenditures	Transfers	Accrued (Deferred) Grant Revenue June 30, 1990
					Federal	State Local			
214	Department of Health and Human Services- Office of Human Development Services Senior Bus - Title III B	13.633	17,710	2,107	7,186	- -	10,339	-	(1,046)
287	Department of Justice Passed Through State Department of Justice								
297	Narcotics Control Discretionary Joint Drug Enforcement Grant Total Department of Justice	16.580 16.580	- 30,000	5,139 - 5,139	- 30,000 30,000	- - - - - -	1,486 - 1,486	- - -	3,653 30,000 33,653
279	National Endowment for the Humanities Promotion for the Humanities	45.127	-	27,377	16,910	- -	54,605	-	(10,318)
	Total Federal Financial Assistance			\$ 297,572	2,455,832	66,162 773,218	3,126,118	-	466,666

See notes to schedule of federal financial assistance.

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to Schedule of Federal Financial Assistance

Year ended June 30, 1990

(1) Definition of Reporting Entity

The accompanying schedule of federal financial assistance presents the activity of all federal financial assistance programs of the Town of Brookline, Massachusetts. The Town reporting entity is defined in note 1 to the Town's general purpose financial statements. All federal financial assistance received directly from federal agencies as well as federal financial assistance passed through other government agencies is included on the schedule.

(2) Summary of Significant Accounting Policies

The accounting and reporting policies of the Town of Brookline, Massachusetts, are set forth below:

(a) Basis of Presentation

The accompanying schedule of federal financial assistance is presented using the modified accrual basis of accounting.

(b) School Cafeteria Programs

The Town accounts for local, state and federal expenditures of the National School Lunch and School Breakfast programs in one combined fund. Program expenditures in the accompanying schedule of federal financial assistance represent federal reimbursements for meals provided during 1990.

(c) Food Distribution Program

Non-cash contributions of commodities under the Food Distribution program are received under a State distribution formula and are valued at federally published wholesale prices for purposes of this schedule. Such commodities are not recorded in the financial records although memorandum records are maintained.

Certified Public Accountants

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INDEPENDENT AUDITORS' COMPLIANCE REPORT BASED ON AN AUDIT
OF GENERAL PURPOSE FINANCIAL STATEMENTS PERFORMED
IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

To the Board of Selectmen
Town of Brookline, Massachusetts:

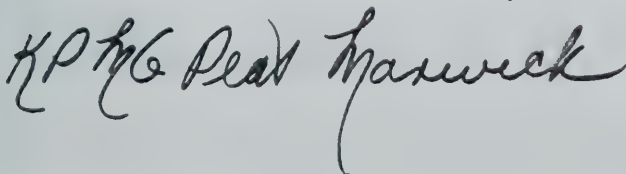
We have audited the general purpose financial statements of the Town of Brookline, Massachusetts, as of and for the year ended June 30, 1990, and have issued our report thereon dated September 28, 1990.

We conducted our audit in accordance with generally accepted auditing standards and Government Auditing Standards issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement.

Compliance with laws, regulations, contracts, and grants applicable to the Town of Brookline, Massachusetts, is the responsibility of the Town's management. As part of obtaining reasonable assurance about whether the general purpose financial statements are free of material misstatement, we performed tests of the Town's compliance with certain provisions of laws, regulations, contracts, and grants. However, our objective was not to provide an opinion on overall compliance with such provisions. Accordingly, we do not express such an opinion.

The results of our tests indicate that, with respect to the items tested, the Town of Brookline, Massachusetts, complied, in all material respects, with the provisions referred to in the preceding paragraph. With respect to items not tested, nothing came to our attention that caused us to believe that the Town had not complied, in all material respects, with those provisions.

This report is intended for the information of the Board of Selectmen and applicable federal and state agencies. This restriction is not intended to limit the distribution of this report, which is a matter of public record.



September 28, 1990



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**INDEPENDENT AUDITORS' SINGLE AUDIT OPINION ON COMPLIANCE WITH
SPECIFIC REQUIREMENTS APPLICABLE TO MAJOR FEDERAL
FINANCIAL ASSISTANCE PROGRAMS**

To the Board of Selectmen
Town of Brookline, Massachusetts:

We have audited the general purpose financial statements of the Town of Brookline, Massachusetts as of and for the year ended June 30, 1990, and have issued our report thereon dated September 28, 1990.

We have also audited the Town of Brookline, Massachusetts' compliance with the requirements governing types of services allowed or unallowed; eligibility; matching level of effort, or earmarking; reporting; claims for advances and reimbursements; and amounts claimed or used for matching; and the special tests and provisions described below that are applicable to each of its major federal financial assistance programs that are identified in the accompanying schedule of federal financial assistance, for the year ended June 30, 1990.

<u>Program Name/Special Tests and Provisions</u>	<u>Federal Catalog Number</u>
Community Development Block Grant - Entitlement	14.218
<ul style="list-style-type: none">• Receipt of HUD approval prior to program funds being obligated or expended;• Appropriate environmental review;• Fiscal and program monitoring of subrecipients; and• Proper accounting and disposition of program income.	
Education Consolidation and Improvement Act of 1981	84.010
<ul style="list-style-type: none">• Services in Chapter 1 areas, supplemented by state and local funds, must be comparable to services in Non-Chapter 1 areas;• Chapter 1 project must be based on an annual assessment of educational needs; and• Services must be provided to educationally deprived children residing in a project area who are enrolled in private elementary and secondary schools.	

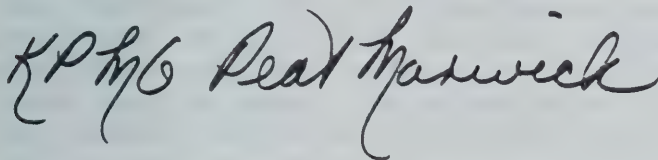


To the Board of Selectmen
Town of Brookline, Massachusetts

The management of the Town of Brookline, Massachusetts, is responsible for the Town's compliance with those requirements. Our responsibility is to express an opinion on the Town's compliance with those requirements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards, Government Auditing Standards, issued by the Comptroller General of the United States, and Office of Management and Budget Circular A-128, "Audits of State and Local Governments." Those standards and OMB Circular A-128 require that we plan and perform the audit to obtain reasonable assurance about whether material noncompliance with the requirements referred to above occurred. An audit includes examining, on a test basis, evidence about the Town's compliance with those requirements. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the Town of Brookline, Massachusetts, complied, in all material respects, with the requirements governing types of services allowed or unallowed; eligibility; matching level of effort, or earmarking; reporting; claims for advances and reimbursements; amounts claimed or used for matching; and the special tests and provisions noted above that are applicable to each of its major federal financial assistance programs for the year ended June 30, 1990.

A handwritten signature in cursive script that reads "KPMG Peat Marwick".

September 28, 1990

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INDEPENDENT AUDITORS' SINGLE REPORT ON COMPLIANCE WITH SPECIFIC
NONMAJOR PROGRAM REQUIREMENTS

To the Board of Selectmen
Town of Brookline, Massachusetts:

In connection with our audit of the 1990 general purpose financial statements of the Town of Brookline, Massachusetts, and with our study and evaluation of the Town's internal control systems used to administer federal financial assistance programs, as required by Office of Management and Budget Circular A-128, "Audits of State and Local Governments," we selected certain transactions applicable to certain nonmajor federal financial assistance programs for the year ended June 30, 1990.

As required by OMB Circular A-128, we have performed auditing procedures to test compliance with the requirements governing types of services allowed or unallowed; eligibility; and any special tests and provisions that were applicable to those transactions. Our procedures were substantially less in scope than an audit, the objective of which is the expression of an opinion on the Town of Brookline's compliance with these requirements. Accordingly, we do not express such an opinion.

With respect to the items tested, the results of those procedures disclosed no material instances of noncompliance with the requirements listed in the preceding paragraph. With respect to items not tested, nothing came to our attention that cause us to believe that the Town of Brookline had not complied, in all material respects, with those requirements.

This report is intended for the information of the Board of Selectmen and applicable federal and state agencies. This restriction is not intended to limit the distribution of this report, which is a matter of public record.

KPMG Peat Marwick

September 28, 1990

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INDEPENDENT AUDITORS' SINGLE AUDIT REPORT ON COMPLIANCE WITH
THE GENERAL REQUIREMENTS APPLICABLE TO MAJOR
FEDERAL FINANCIAL ASSISTANCE PROGRAMS

To the Board of Selectmen
Town of Brookline, Massachusetts:

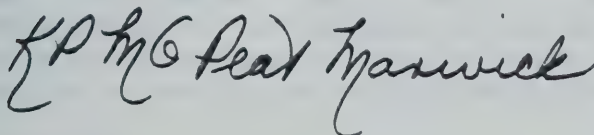
We have audited the general purpose financial statements of the Town of Brookline, Massachusetts, as of and for the year ended June 30, 1990, and have issued our report thereon dated September 28, 1990.

We have also applied procedures to test the Town of Brookline's compliance with the following requirements applicable to each of its major federal financial assistance programs, which are identified in the schedule of federal financial assistance for the year ended June 30, 1990: political activity, Davis-Bacon Act, civil rights, cash management, relocation assistance and real property acquisition and federal financial reports.

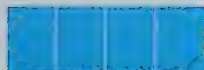
Our procedures were limited to the applicable procedures described in the Office of Management and Budget's Compliance Supplement for Single Audits of State and Local Governments (April 1985 revision). Our procedures were substantially less in scope than an audit, the objective of which is the expression of an opinion on the Town's compliance with the requirements listed in the preceding paragraph. Accordingly, we do not express such an opinion.

With respect to the items tested, the results of those procedures disclosed no material instances of noncompliance with the requirements listed in the second paragraph of this report. With respect to items not tested, nothing came to our attention that caused us to believe that the Town of Brookline, Masssachusetts, had not complied, in all material respects, with those requirements.

This report is intended for the information of the Board of Selectmen and applicable federal and state agencies. This restriction is not intended to limit the distribution of this report, which is a matter of public record.



September 28, 1990



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INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROLS
(ACCOUNTING AND ADMINISTRATIVE) - BASED ON A STUDY AND EVALUATION
MADE AS PART OF AN AUDIT OF THE GENERAL PURPOSE FINANCIAL
STATEMENTS AND THE ADDITIONAL TESTS REQUIRED BY THE SINGLE AUDIT ACT

To the Board of Selectmen
Town of Brookline, Massachusetts:

We have audited the general purpose financial statements of the Town of Brookline, Massachusetts, for the year ended June 30, 1990, and have issued our report thereon dated September 28, 1990.

As part of our audit, we made a study and evaluation of the internal control systems, including applicable internal administrative controls, used in administering federal financial assistance programs to the extent we considered necessary to evaluate the systems as required by generally accepted auditing standards; Government Auditing Standards, issued by the Comptroller General of the United States; the Single Audit Act of 1984; and the provisions of Office of Management and Budget Circular A-128, "Audits of State and Local Governments."

The management of the Town of Brookline, Massachusetts, is responsible for establishing and maintaining internal control systems used in administering federal financial assistance programs. In fulfilling that responsibility, estimates and judgments by management are required to assess the expected benefits and related costs of control procedures. The objectives of internal control systems used in administering federal financial assistance programs are to provide management with reasonable, but not absolute, assurance that, with respect to federal financial assistance programs, resource use is consistent with laws, regulations, and policies; resources are safeguarded against waste, loss, and misuse; and reliable data are obtained, maintained, and fairly disclosed in reports. Because of inherent limitations in any system of internal accounting and administrative controls used in administering federal financial assistance programs, errors or irregularities may nevertheless occur and not be detected. Also, projection of any evaluation of the systems to future periods is subject to the risk that procedures may become inadequate because of changes in conditions or that the degree of compliance with the procedures may deteriorate.



To the Board of Selectmen
Town of Brookline, Massachusetts

For the purpose of this report, we have classified the significant internal accounting and administrative controls used in administering federal financial assistance programs in the following categories:

Accounting Controls

- Revenue/receipts
- Purchases/disbursements
- External financial reporting
- Payroll

Administrative Controls

General Requirements:

- Political activity
- Davis-Bacon Act
- Civil rights
- Cash management
- Relocation assistance and real property acquisition
- Federal financial reports

Specific Requirements:

- Types of services
- Eligibility
- Matching level of effort
- Reporting
- Cost allocation
- Special requirements

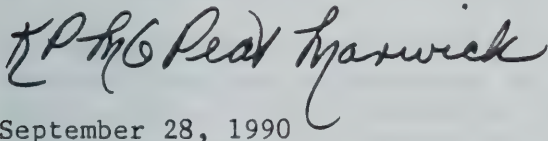
Our study included all of the applicable control categories listed above. During the year ended June 30, 1990, the Town of Brookline, Massachusetts, expended 67 percent of its total federal financial assistance under major federal financial assistance programs. With respect to internal control systems used in administering major federal financial assistance programs, our study and evaluation included considering the types of errors and irregularities that could occur, determining the internal control procedures that should prevent or detect such errors and irregularities, determining whether the necessary procedures are prescribed and are being followed satisfactorily, and evaluating any weaknesses.

To the Board of Selectmen
Town of Brookline, Massachusetts

With respect to the internal control systems used solely in administering the nonmajor federal financial assistance programs of the Town of Brookline, Massachusetts, our study and evaluation was limited to a preliminary review of the systems to obtain an understanding of the control environment and the flow of transactions through the accounting system. Our study and evaluation of the internal control systems used solely in administering the nonmajor federal financial assistance programs of the Town of Brookline, Massachusetts, did not extend beyond this preliminary review phase.

Our study and evaluation described in the two preceding paragraphs was more limited than would be necessary to express an opinion on the internal control systems used in administering the federal financial assistance programs of the Town of Brookline, Massachusetts. Accordingly, we do not express an opinion on the internal control systems used in administering the federal financial assistance programs of the Town of Brookline, Massachusetts, taken as a whole, or on any of the control categories identified above. However, our study and evaluation and our audit disclosed no condition that we believe to be a material weakness in relation to a federal financial assistance program of the Town of Brookline, Massachusetts.

This report is intended solely for the use of the Board of Selectmen and applicable federal and state agencies and should not be used for any other purpose. This restriction is not intended to limit the distribution of this report, which, upon acceptance by the Town of Brookline, Massachusetts, is a matter of public record.



September 28, 1990

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INDEPENDENT AUDITORS' REPORT ON THE INTERNAL CONTROLS
AT THE GENERAL PURPOSE FINANCIAL STATEMENT LEVEL

To the Board of Selectmen
Town of Brookline, Massachusetts:

We have audited the general purpose financial statements of the Town of Brookline, Massachusetts, as of and for the year ended June 30, 1990, and have issued our report thereon dated September 28, 1990.

We conducted our audit in accordance with generally accepted auditing standards and Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

In planning and performing our audit of the financial statements of the Town of Brookline, Massachusetts, for the year ended June 30, 1990, we considered its internal control structure in order to determine our auditing procedures for the purpose of expressing our opinion on the financial statements and not to provide assurance on the internal control structure.

The management of the Town of Brookline, Massachusetts, is responsible for establishing and maintaining an internal control structure. In fulfilling this responsibility, estimates and judgments by management are required to assess the expected benefits and related costs of internal control structure policies and procedures. The objectives of an internal control structure are to provide management with reasonable, but not absolute, assurance that assets are safeguarded against loss from unauthorized use or disposition, and that transactions are executed in accordance with management's authorization and recorded properly to permit the preparation of financial statements in accordance with generally accepted accounting principles. Because of inherent limitations in any internal control structure, errors or irregularities may nevertheless occur and not be detected. Also, projection of any evaluation of the structure to future periods is subject to the risk that procedures may become inadequate because of changes in conditions or that the effectiveness of the design and operation of policies and procedures may deteriorate.



To the Board of Selectmen
Town of Brookline, Massachusetts

For the purpose of this report, we have classified the significant internal control structure policies and procedures in the following categories:

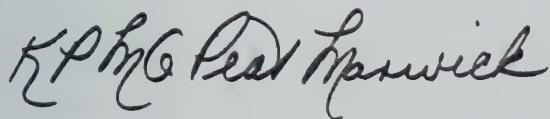
- Revenue/Receipts
- Purchases/Disbursements
- External Financial Reporting
- Payroll

Our consideration of the internal control structure included all of the control categories listed above. The purpose of our consideration of the internal control structure was to determine the nature, timing and extent of the auditing procedures necessary for expressing an opinion on the general purpose financial statements.

Our consideration of the internal control structure would not necessarily disclose all matters in the internal control structure that might be material weaknesses under standards established by the American Institute of Certified Public Accountants. A material weakness is a reportable condition in which the design or operation of one or more of the specific internal control structure elements does not reduce to a relatively low level the risk that errors or irregularities in amounts that would be material in relation to the financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. We noted no matters involving the internal control structure and its operation that we consider to be material weaknesses as defined above.

However, we noted certain matters involving the internal control structure and its operation that we have reported to the management of the Town of Brookline, Massachusetts, in a separate letter dated September 28, 1990.

This report is intended for the information of the Board of Selectmen and other applicable federal and state agencies. This restriction is not intended to limit the distribution of this report, which is a matter of public record.



September 28, 1990

STATUS OF PRIOR YEAR FINDINGS

The finding noted in the June 30, 1988 single audit report has been submitted to the applicable federal and state agencies along with the Town's corrective action plan. As of September 28, 1990, the Town has not received clearance letters from the respective agency.

FindingStatus

- | | |
|---|--|
| 1 | State Grants for the Handicapped - Questioned costs were \$35,456.18. The Town has notified the Assistant Director, Bureau of Accounts of the Massachusetts Department of Revenue, as to the status of the finding. No further correspondence has been received. |
|---|--|

No corrective action report was required for the June 30, 1989 single audit, because there were no noted material weaknesses in internal control nor findings with respect to compliance with laws and regulations.

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